

Research Bank

Phd Thesis

**Entrepreneurial Marketing and Start-up Performance: The
Mediating Role of Hope and Resilience
Rahmati, Mohammad**

Rahmati, Mohammad (2025) Entrepreneurial Marketing and Start-up Performance: The Mediating Role of Hope and Resilience [PhD Thesis]. Australian Catholic University. DOI: <https://doi.org/10.26199/acu.920w8>

This work © 2025, Mohammad Rahmati, is licensed under Creative Commons Attribution 4.0 International.

<https://creativecommons.org/licenses/by/4.0/deed.en>

**Entrepreneurial Marketing and Start-up Performance: The Mediating Role
of Hope and Resilience**

**Submitted by:
Mohammad Hossein Rahmati**

**Submitted to Australian Catholic University in Partial
Requirement for The Degree of
Doctor of Philosophy**

**Supervisors:
Associate Professor Syed Muhammad Fazal-e-Hasan
Dr Samantha Murdy
Associate Professor Hormoz Ahmadi**

**Peter Faber Business School
Australian Catholic University**

Statement of Authorship and Sources

“I declare:

This thesis contains no material that has been extracted in whole or in part from a thesis I have submitted towards the award of any other degree or diploma in any other tertiary institution. No other person’s work has been used without due acknowledgement in the main text of the thesis. All research procedures reported in the thesis were approved by the relevant Ethics/Safety Committees (where required).”

Mohammad Rahmati

ABSTRACT

This research examines the role of positive emotions in translating entrepreneurial marketing into start-up performance. While previous studies have explored the relationships between entrepreneurial marketing and performance (Bachmann et al., 2021), entrepreneurial marketing and aggregate emotional responses (Cavanaugh et al., 2011; Woodman et al., 2009), and the impact of these emotional responses on performance outcomes (Alqatani et al., 2023), there have not yet been investigations on specific positive emotions, namely that of hope and resilience, and their role in translating entrepreneurial marketing into performance. Hence, this research expands our understanding of how the hope and resilience of the start-up founder may influence start-up performance. This thesis employs a systematic literature review (SLR), two experiments, a survey, and a post-hoc fuzzy set qualitative comparative analysis (fsQCA) to achieve the research aim of investigating the types of founders and the configurations of conditions leading to start-up performance.

The SLR is conducted to identify the gaps in the relevant literature and potential future directions for investigations to enhance the literature on the mediating role of emotions in the relationships between entrepreneurial marketing and start-up performance. The experiment demonstrates the causal effect of hope and resilience on start-up performance by capitalising on and bridging one of the research questions. This study also employs a survey to develop and test the nomological network of the constructs of entrepreneurial marketing, hope, resilience, and performance in the context of Australian start-ups. In addition, given that recovery and adaptation to contextual conditions are crucial for any start-up, this thesis explores the moderating effect of technological turbulence on the association between entrepreneurial marketing and resilience and how strategic agility moderates the impact of entrepreneurial marketing on hope in recovery from adverse situations. The study further employs an fsQCA

to identify the different positive emotions of founders that affect start-up performance. The research sheds light on critical positive emotional factors that enhance start-up performance, such as hope and resilience.

This research has three underpinning theories: the appraisal theory (Roseman & Smith, 2001), the broaden-and-build theory of positive emotions (Fredrickson, 2004), and the contingency theory (Whalen et al., 2016). The appraisal theory posits that emotions are elicited by individuals' evaluations (appraisals) of events or situations, which determine their emotional responses based on perceived significance and relevance to personal goals. This theory emphasises that different appraisals of entrepreneurial marketing can lead to varied emotional responses, such as hope and resilience in start-up founders, even in similar circumstances. This research also develops literature on the broaden-and-build theory of positive emotions (Fredrickson, 2004), which asserts that positive emotions (e.g., hope and resilience) broaden the thought-action repertoires of individuals (e.g., start-up founders) and enhance their creativity and openness to new experiences in their start-ups. Over time, these broadened mindsets help build lasting personal resources, such as marketing skills and social connections, which contribute to overall success and performance. This research also develops literature on the contingency theory (Whalen et al., 2016) by incorporating strategic agility and technological turbulence as moderators.

The findings of this research are significant to start-up founders and policymakers. Theoretically, the SLR highlights several gaps that indicate avenues for future researchers. The experimental study posits hope and resilience are two missing causal mechanisms in start-up performance. The survey further highlights the reliability and validity of the nomological network of constructs employed in the conceptual model. Understanding the relationship between entrepreneurial marketing, hope and resilience, strategic agility, and technological

turbulence can be leveraged to develop effective strategies that enhance start-up performance. Consequently, this research contributes to the marketing and entrepreneurship literature by providing valuable knowledge to start-up founders to improve performance.

KEYWORDS

Entrepreneurial marketing, hope, resilience, strategic agility, technological turbulence, start-up, performance, positive emotion, systematic literature review, experimental design, appraisal theory, broaden-and-build theory of positive emotions, contingency theory.

ACKNOWLEDGMENTS

In the name of Allah, the Most Gracious and Most Merciful, I express my deepest gratitude to Him for granting me the strength, knowledge, and perseverance to complete this thesis. I humbly dedicate this work to Imam Zaman (a.s.), whose support and inspiration have been a source of spiritual strength throughout my journey.

I am profoundly thankful to my beloved wife, Fatemeh Najafi, whose unwavering support, patience, and sacrifices have been the foundation of my success. Her belief in my abilities, even during the most challenging times, gave me the courage and determination to continue. From managing countless responsibilities to creating an environment that allowed me to focus on my work, her role has been monumental in this achievement. Words cannot fully capture my gratitude for her partnership and love, which have been my most significant source of strength.

To my cherished children, Reihaneh, Sama, and Mohammad Javad, thank you for your understanding, love, and endless motivation throughout this journey. Your smiles and warmth reminded me of the bigger purpose behind my efforts, inspiring me to keep moving forward.

I owe a deep debt of gratitude to my supervisors, Associate Professor Syed Muhammad Fazal-e-Hasan, Dr. Samantha Murdy, and Associate Professor Hormoz Ahmadi, whose exceptional guidance and mentorship have profoundly shaped this work and my academic growth. Their insightful advice and constructive feedback helped refine my ideas and steered me toward achieving the best possible outcomes. Their encouragement during challenging moments and dedication to nurturing my potential have been invaluable. I am fortunate to have had mentors who guided my research and inspired me to aspire for excellence. I express my deepest gratitude to Professor Joy Parkinson, Associate Dean of Research, for her invaluable guidance, support, and encouragement throughout this project.

I am also profoundly thankful to my fellow students, Mohd Sadiq and Ibne Ali Hussain, for their camaraderie, thought-provoking discussions, and moral support throughout this journey. My heartfelt thanks to the Australian Catholic University for providing the financial assistance that made this research possible.

I am sincerely grateful to Masoud Abedini, my manager at Airway Manufacturing. His understanding, support and encouragement created a work environment that allowed me to balance my responsibilities while working on my thesis and navigate both commitments effectively.

Lastly, I would like to acknowledge Susan Jessop for her diligent editing and proofreading, which enhanced the clarity and quality of this thesis.

I express my deepest gratitude to all who have supported and believed in me. May this work contribute positively and align with the vision of a just and equitable world under the guidance of Imam Zaman (a.s.).

TABLE OF CONTENTS

Statement of Authorship and Sources	ii
ABSTRACT	iii
ACKNOWLEDGMENTS	vi
LIST OF TABLES.....	xi
LIST OF FIGURES	xii
LIST OF ACRONYMS	xiii
MANUSCRIPTS FOR PUBLICATIONS.....	xiv
CHAPTER ONE: INTRODUCTION	1
1.1 Research Background	1
1.2 Research Gap	6
1.3 Conceptual Framework.....	11
1.4 Research Questions.....	12
1.5 Overview of Methodology.....	12
1.6 Research Contributions.....	13
1.6.1 Theoretical Contribution.....	13
1.6.2 Managerial Contribution.....	14
1.7 Thesis Structure	15
1.7 Conclusion	16
CHAPTER TWO: LITERATURE REVIEW	17
2.1 Introduction	17
2.1.1 Review Structure.....	18
2.1.2 Topic Selection	19
2.2 Systematic Review Methodology	21
2.2.1 PRISMA Protocol	21
2.3 Findings	24
2.3.1 Sample Descriptive Statistics.....	24
2.3.2 Co-occurrence Analysis	26
2.4 An Integrative Theoretical Framework	30
2.5 Future Research Suggestions.....	35
2.6 Conclusion	38

CHAPTER THREE: THEORY AND HYPOTHESIS DEVELOPMENT	40
3.1 Theory Development	40
3.1.1 Appraisal Theory	40
3.1.2 Broaden-and-Build Theory of Positive Emotions.....	41
3.1.3 Contingency Theory.....	42
3.2 Hypothesis Development.....	43
3.2.1 Entrepreneurial Marketing	44
3.2.2 Hope.....	53
3.2.3 Entrepreneurial Marketing and Hope.....	55
3.2.4 Resilience.....	57
3.2.5 Entrepreneurial Marketing and Resilience.....	58
3.2.6 Start-up Performance	60
3.2.7 Hope and Performance.....	61
3.2.8 Resilience and Performance.....	62
3.2.9 Strategic Agility	64
3.2.10 Strategic Agility, Entrepreneurial Marketing, and Hope	65
3.2.11 Technological Turbulence	66
3.2.12 Technological Turbulence, Entrepreneurial Marketing, and Resilience.....	67
3.3 Conclusion	69
CHAPTER FOUR: RESEARCH METHODOLOGY	70
4.1 Philosophical Perspective	70
4.2 Methods	70
4.3 Survey and Experiment Instruments.....	72
4.4 Measurements.....	73
4.5 Sampling Procedure.....	81
4.6 Context.....	83
4.7 Data Collection	84
4.8 Tools and Techniques for Data Analysis.....	85
4.9 Research Ethics.....	85
4.10 Conclusion	86
CHAPTER FIVE: ANALYSIS AND RESULTS	87
5.1 Sample Demographics	87

5.2 Study 2: Experimental Design.....	88
5.2.1 Experiment 1: Hope and Performance (Group 1).....	89
5.2.2 Experiment 2: Resilience and Performance (Group 2).....	91
5.3 Study 3: Survey	94
5.3.1 Reliability and Validity.....	94
5.3.2 Measurement Model	97
5.3.3 Path and Slope Analysis.....	99
5.3.4 fsQCA	105
5.5 Conclusion.....	114
CHAPTER SIX: DISCUSSION, CONTRIBUTIONS, AND CONCLUSION.....	116
6.1 Discussion.....	116
6.2 Theoretical Contributions.....	124
6.3 Managerial Contributions.....	126
6.4 Limitations and Future Research Potential.....	131
6.5 Conclusion.....	136
REFERENCES	138
APPENDICES.....	167
Appendix 1: List of reviewed papers in SLR	167
Appendix 2: Survey Instrument.....	173
Appendix 3: Experiment Instrument	182
Appendix 4: Participant Information Letter	187
Appendix 5: Ethics Approval Email.....	190

LIST OF TABLES

Table 1.1: Thesis Structure.....	16
Table 2.1: Existing Review Studies	20
Table 2.2: Co-occurrence Keywords.....	27
Table 2.3: Clusters and Items.....	28
Table 2.4: Widely Discussed Variables as Mediators and Moderators.....	31
Table 2.5: Future Research Direction	37
Table 3.1: Dimensions of Entrepreneurial Marketing.....	46
Table 4.1: Summary of Measurements	76
Table 5.1: Sample Demographics	88
Table 5.2: Summary of Results - Group A vs Group B	94
Table 5.3: Reliability Analysis.....	95
Table 5.4: Fornell-Larcker Criterion.....	96
Table 5.5: HTMT to Test Discriminant Validity	97
Table 5.6: Goodness-of-Fit Statistics	99
Table 5.7: Direct Impact Results.....	100
Table 5.8: Summary of Results	104
Table 5.9: Calibrations and Descriptive Statistics	107
Table 5.10: Necessary Condition Analysis Results	108
Table 5.11: Intermediate Solution Results	110
Table 5.12: Summary of SEM-fsQCA Approach	114
Table 6.1: Overview of the Research	117

LIST OF FIGURES

Figure 1.1: Number of Businesses in Australia, June 2023	2
Figure 1.2: Annual Change in Business in Australia, June 2020 to March 2024	3
Figure 1.3: Role of Hope and Resilience	9
Figure 1.4: Moderators of the Relationship Between Entrepreneurial Marketing, Hope, and Resilience.	11
Figure 1.5: Proposed Model for Entrepreneurial Marketing–Performance Relationship	12
Figure 2.1: PRISMA Diagram	22
Figure 2.2: Publications by Year.....	24
Figure 2.3: Co-occurrence Analysis (VOSviewer)	26
Figure 2.4: Conceptual Model.....	35
Figure 5.1: Moderating Effect of Strategic Agility	102
Figure 5.2: Two-way Interaction of Entrepreneurial Marketing and Strategic Agility on Hope	103
Figure 5.3: Moderating Effect of Technological Turbulence	103
Figure 5.4: Results of the SEM Analysis	105
Figure 5.5: Condition Analysis	109
Figure 5.6: Overview of Three Studies and fsQCA	115

LIST OF ACRONYMS

Acronym	Full Form
AVE	Average variance explained
CFA	Confirmatory factor analysis
fsQCA	Fuzzy set qualitative comparative analysis
NRQ	Nested research question
SDG	Sustainable development goal
SEM	Structural equation modelling
SLR	Systematic literature review
SME	Small and medium-sized enterprise
VOSviewer	Visualisation of Similarities

MANUSCRIPTS FOR PUBLICATIONS

- 1) Rahmati, M., Ahmadi, H., Fazal-e-Hasan, M., Murdy, S., and Azad Moghddam, H (Under Review). Charting the Landscape of Entrepreneurial Marketing: Insights from a Systematic Review. *International Journal of Consumer Studies* [ABDC A].
- 2) Rahmati, M., Fazal-e-Hasan, M., Murdy, S. and Ahmadi, H. (To Be Submitted). Entrepreneurial marketing and start-up performance: The mediating role of hope and resilience. *Journal of Business Venturing* [ABDC A*].
- 3) Rahmati, M., Fazal-e-Hasan, M., Ahmadi, H., and Murdy, S. (To Be Submitted). Entrepreneurial marketing and emotion-driven performance in start-ups: A SEM-fsQCA hybrid approach. *Journal of Business and Psychology* [ABDC A].

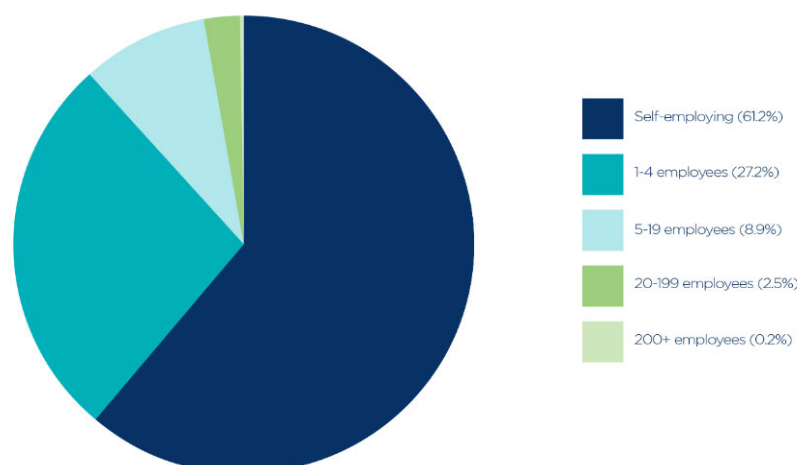
CHAPTER ONE: INTRODUCTION

This thesis focuses on the emotional and contingent factors that affect the relationship between entrepreneurial marketing and start-up performance. Chapter One of this thesis provides an introduction that encompasses several essential aspects. Section 1.1 provides the research background, and Section 1.2 highlights the research gap. Section 1.3 is devoted to the conceptual framework, and Section 1.4 outlines the research questions to be addressed. Section 1.5 illuminates the theoretical and managerial contributions of the research, and Section 1.6 details the structure and layout of the thesis. This chapter ends with a conclusion in Section 1.7.

1.1 Research Background

The growing significance of small businesses has garnered attention from various stakeholders. Policymakers (Rahmati et al., 2011; Ratten, 2021), practitioners (Baranowska-Prokop & Duliniec, 2020), entrepreneurship educators (Amjad et al., 2020), entrepreneurs (Cubukcu & Gulsecen, 2020), and business owners (Astuti & Balqiah, 2020) have all recognised the importance of small businesses. This recognition stems from the crucial role of small businesses in bolstering national economies, contributing to global economic development, and providing high levels of employment coverage (Kravchenko & Malik, 2022; Oltinovich & Shakirova, 2022). For instance, according to the Australian Small Business and Family Enterprise Ombudsman (2023), small businesses (businesses with less than 20 employees) provide 97.3% of employment in Australia (Figure 1.1).

Figure 1.1: Number of Businesses in Australia, June 2023



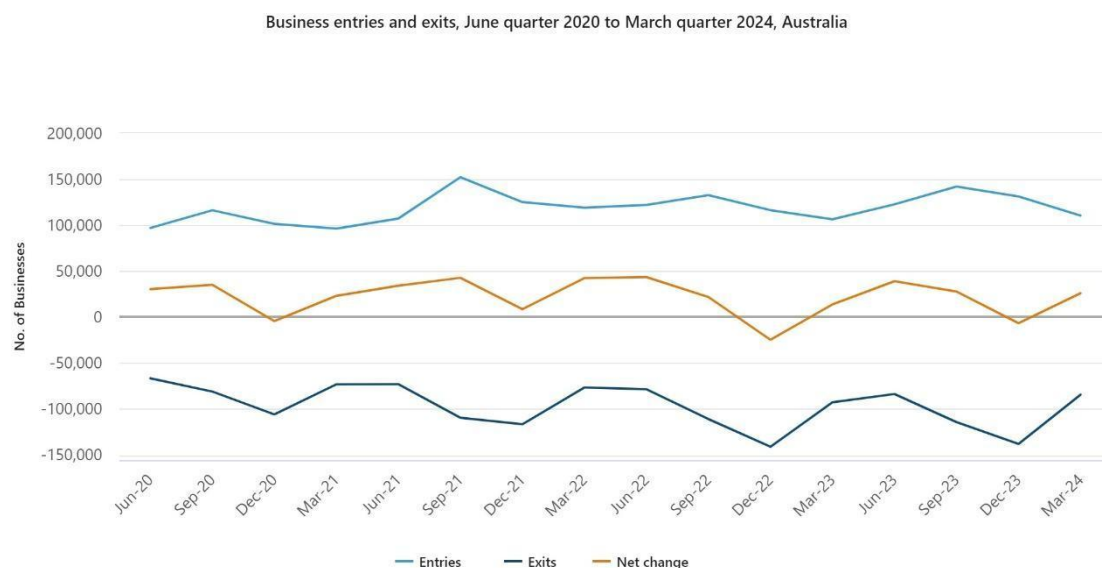
Source: Australian Small Business and Family Enterprise Ombudsman (2023)

Small businesses can have different forms and functions, such as retail, personal and professional services, e-commerce, and start-ups (Turner & Endres, 2017). As start-ups are one of the primary small business categories worldwide (Bendickson et al., 2017), this study focuses on start-ups. Start-ups are newly established small business ventures created to develop a unique product or service and bring it to market, often under conditions of uncertainty. These firms typically focus on innovation, scalability, and rapid growth, especially in technology-driven sectors (Becker & Endenich, 2022). The rationale behind selecting start-ups is that start-ups contribute to the global economy (Salamzadeh & Dana, 2020), create wealth, resolve unemployment issues through job creation, and offer innovative services and products (Aminova & Marchi, 2021; Jha, 2020). Start-ups leverage innovation to push established companies to enhance their products and services (Becker & Endenich, 2022). They often employ profitable, repeatable, and scalable business models, and they contribute to long-run growth in countries (Salamzadeh & Dana, 2020).

Despite their significant role, start-ups are vulnerable due to their newness and smallness (Li & Hasan, 2021). Start-ups' establishment, growth, or decline is heavily contingent on

environmental turbulences such as economic uncertainty and inflation, cybersecurity issues, and supply chain disruptions. For instance, the escalating development of businesses within the Australian business market has been accompanied by a troubling trend of increasing exit rates (Figure 1.2).

Figure 1.2: Annual Change in Business in Australia, June 2020 to March 2024



Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits July 2019 - June 2023

Source: Australian Bureau of Statistics (March 2024)

The increase in the exit rates of start-ups from the marketplace has raised concerns among researchers, practitioners, and policymakers (Kurniawan et al., 2020; Rahmati et al., 2011). Recent studies have focused on the exit of start-ups from the market by analysing their status and suggesting solutions to make them more resilient and improve their performance (Aminova & Marchi, 2021; Bruckner et al., 2022; Krishnan et al., 2022). Furthermore, this concern impacts sustainable development globally (Chen, 2024). Goal 9 of the United Nations Sustainable Development Goals (SDGs), which focuses on industry, innovation, and infrastructure, highlights how innovative start-ups drive economic growth and technological advancement. By fostering sustainable industrialisation and investing in resilient infrastructure,

start-ups create sustainable and inclusive industries that align with the objectives of Goal 9 (Gionfriddo & Piccaluga, 2024).

In this regard, various countries have implemented policies over the past five years to enhance start-up performance. For instance, according to the global report of the Global Entrepreneurship Monitor 2023/2024 (Hil et al., 2024), the United States introduced the Start-up Act to foster entrepreneurship through tax incentives and streamlined regulations. Also, the government in Germany launched the High-Tech Strategy 2025, which will provide funding and support for innovative start-ups in the technology sectors (Opie, 2023). Similarly, India established the Start-up India initiative to encourage new ventures, which offers financial support, mentorship, and simplified compliance procedures (Sharma & Goyal, 2023). In Australia, the National Innovation and Science Agenda (Fielke et al., 2023) was implemented, focusing on investment in innovation, research collaboration, and improved access to capital for start-ups. These diverse policy measures reflect a global recognition of the critical role of start-ups in economic growth and innovation at the national level. Therefore, in line with recent studies (Caliendo et al., 2023; Errico et al., 2024; Nuseir et al., 2021) and practical facts worldwide, this thesis sheds more light on start-up performance as the primary dependent variable.

The existing literature reveals that other factors that influence start-up performance are strategic agility (Clauss et al., 2021; Reed, 2020, 2021), dynamic capabilities, organisational resilience (Hamsal et al., 2022), marketing strategy (Ruel & El-Baz, 2021), market and technological turbulence (Hilal & Tantawy, 2021), and marketing intelligence and capabilities (Karami & Hossain, 2024). As highlighted in previous studies, one of the well-established internal factors is marketing capabilities. Marketing capabilities help start-ups quickly scan the market

situation, effectively engage with stakeholders (Kuznetsova, 2020), make a profit (Kanishchenko & Kuznetsova, 2020), and enhance performance.

According to the extant literature, a diverse marketing approach (e.g., conventional versus entrepreneurial marketing) could be applied to different businesses to enhance their performance depending on their age, size, industry, founder's background, and other firmographic attributes (Kilenthong et al., 2016). Although conventional marketing has an extended application history in established and ongoing businesses, the viable marketing method for start-ups has been questioned in recent years (Alqahtani et al., 2023), as the knowledge, expertise, and resource limitations of start-ups means that conventional marketing may not be a successful strategy for them.

Start-up founders must embrace innovative approaches and ideas to navigate the rapidly evolving, competitive, and unpredictable business landscape in marketing activities. Therefore, given the limitations and requirements of conventional marketing, Yusendra et al. (2020) recommend entrepreneurial marketing as an appropriate strategy for start-ups. During the last decade, the impact of entrepreneurial marketing on the performance of start-ups has received attention and has been the key topic of many studies in entrepreneurship and marketing (Kuznetsova, 2020; Yusendra et al., 2020). For example, Hidayatullah et al. (2019), along with Deku et al. (2022) and Sarwoko and Nurfarida (2021), demonstrate that entrepreneurial marketing is a robust solution to contemporary challenges that start-up founders must apply to enhance performance outcomes. However, despite this evidence, researchers who have examined this relationship reveal mixed results. Various studies declare that the relationship between entrepreneurial marketing and performance variation is not a direct relationship and is sometimes mediated by other factors, such as competitive advantage (Buccieri et al., 2022;

Siregar et al., 2024), entrepreneurial capabilities (Alqahtani et al., 2022; Furst et al., 2023), and decision-making processes (Bruce et al., 2023; Yang & Gabrielsson, 2017).

Therefore, there is a need for further investigation of the potential variables that could effectively translate entrepreneurial marketing into start-up performance. Following recent studies (Dubreuil et al., 2021; Hamby & Jones, 2022), one of the possible candidates is positive emotions. When examining performance, two positive emotions that have garnered recent interest are hope (Bhatt & Rana, 2022; Chak et al., 2022) and resilience (Hamsal et al., 2022; Khan et al., 2022). In the entrepreneurship context, hope refers to an entrepreneur's optimistic belief in their ability to achieve goals despite challenges, often driving persistence and strategic action (Barrios et al., 2019; Bhatt & Rana, 2022). Resilience involves bouncing, recovering, and maintaining performance in the face of setbacks, uncertainty, or adversity during the entrepreneurial journey (Fatoki, 2018; et al., 2022). Thus, the primary focus of this thesis is to unveil potential positive emotional variables and mechanisms, namely hope and resilience, that translate entrepreneurial marketing into start-up performance.

1.2 Research Gap

The current literature on business performance underscores the presence of a few variables that can play a crucial role in translating entrepreneurial marketing into performance (Alqahtani et al., 2022; Buccieri et al., 2022; Furst et al., 2023). However, the recognised variables and mechanisms in the literature mainly include factors such as competitive advantage (Siregar et al., 2024) and the decision-making process (Bruce et al., 2023; Yang & Gabrielsson, 2017), which differ from the psychological and emotional elements. Therefore, there is a need to investigate emotional factors that can potentially translate entrepreneurial marketing into performance. In the business context, emotions refer to feelings and attitudes within the workplace that impact employee engagement, productivity, and collaboration. Among the

emotions, positive emotions have attracted the attention of various studies in a business context (Avey et al., 2010; Borge et al., 2016; Costantini & Sartori, 2018). These emotions—such as enthusiasm, pride, satisfaction, and optimism—are linked to improved performance at both individual and business levels (Costantini & Sartori, 2018; Dietz & Kleinlogel, 2014). Positive emotions are worthy of investigation, because they are more significant in start-ups than in medium and large firms (Becker & Endenich, 2022) due to the start-up primarily consisting of one (or few) person(s) as the founder(s) and a few employees as the entrepreneurial team (Sharma & Goyal, 2023; Sun et al., 2022). Positive emotions can boost creativity, motivation, and productivity, which drives innovation and progress in start-ups (Costantini & Sartori, 2018). Additionally, they enhance team cohesion and resilience, which enables start-up teams to navigate challenges and maintain a positive, dynamic work environment (Lengnick-Hall & Beck, 2016). Positive emotions also shape how founders perceive and respond to opportunities and threats, which influences decision-making and risk-taking behaviour (Bruce et al., 2023) in start-ups.

In this regard, while a few studies have focused on the impacts of positive emotions on performance in various contexts like banks (Hilal & Tantawy, 2022), hotels (Hamsal et al., 2022), and family firms (Santoro et al., 2021), there is still a need for more focus on the unique characteristics of positive emotions for mediating the impact of entrepreneurial marketing on start-up performance. Further, the current research on the relationship between entrepreneurial marketing and performance presents different results—some studies show a direct effect, while others find an indirect impact of mediators and moderators. A systematic review is needed to consolidate these findings and comprehensively analyse how focusing on positive emotions can contribute to entrepreneurial marketing strategies that can enhance start-up success.

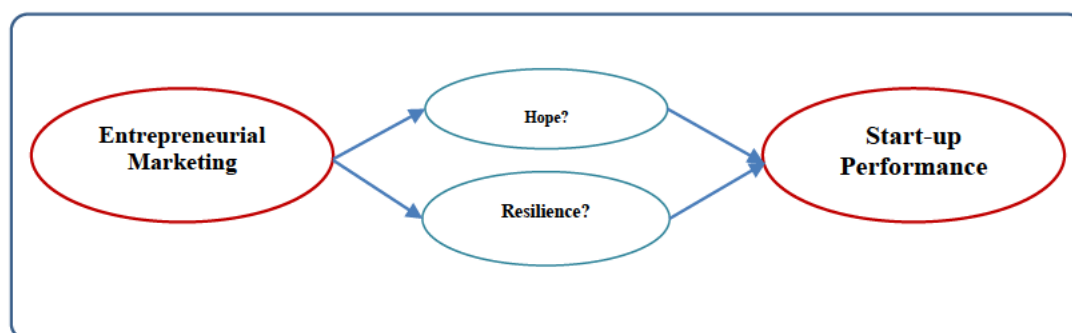
The current literature, however, is fragmented and lacks sufficient evidence on how positive emotions might explain the relationship between entrepreneurial marketing and start-up performance. Accordingly, this thesis undertakes an SLR to address the gap by investigating which mediators and moderators impact the relationship between entrepreneurial marketing and business performance. It is important to consider a range of approaches to assess business performance effectively. As discussed in Chapter Three, several studies have explored business performance from specific angles, including marketing, operational efficiency, innovation, and sustainability. Ali (2016) suggests that comprehensive operationalisation should combine relative indicators to achieve overall performance. Building on this, Eddleston et al. (2019) and Mwenda and Obuba (2023) identify five key components of overall performance: sales growth, market share growth, profit growth, job creation, and increased profitability. This study adopts overall performance as a central measure in evaluating start-up success. In addition, as there is no theoretical model for this relationship, this review also proposes a conceptual framework to explain how and which positive emotions could translate entrepreneurial marketing into the performance of start-ups. Following the identification of the gaps in the SLR, this thesis develops and tests a model of a nomological network of variables that includes entrepreneurial marketing, positive emotions, and start-up performance.

In considering performance, two types of positive emotions that have recently attracted attention in the business context are hope (Bhatt & Rana, 2022; Chak et al., 2022) and resilience (Hamsal et al., 2022; Khan et al., 2022). Previous studies have confirmed that hope plays a crucial role in performance by motivating people to exhibit positive business behaviour and generate intrapersonal resources (Tüzün et al., 2018), which leads to high performance levels (Hosseini et al., 2020). According to Akgün et al. (2016), Barrios et al. (2019), and Chak et al. (2022), hope can motivate start-up founders to think positively about the future, as their goal-directed energy propels them to achieve their objectives. There is also a growing body of

literature on the role of resilience in business performance (Lengnick-Hall & Beck, 2016; Xie et al., 2022; Yuan et al., 2022; Zhai & Yue, 2022). As a positive emotion, resilience refers to positive adaptations to significant adversity or risky situations (Masten & Cicchetti, 2016). The current literature suggests that resilience has a positive impact on different types of performance, as confirmed by Hamsal et al. (2022), Prayag et al. (2018), and Santoro et al. (2021). However, much debate and controversy exist over how resilience impacts on start-up performance (Aldianto et al., 2021; Borge et al., 2016).

Consequently, hope and resilience emerge as promising areas of study. While previous research has focused on entrepreneurial marketing, hope, resilience, and performance individually (Miles et al., 2016; Ohlles, 2018), this thesis takes a step further by exploring the potential of these mechanisms to interlink entrepreneurial marketing and start-up performance (see Figure 1.3). This thesis argues that by bolstering start-up founders' hope and resilience, the performance of the start-up can potentially be enhanced through entrepreneurial marketing strategies, which offer a new avenue for start-up success.

Figure 1.3: Role of Hope and Resilience



The start-up founders' positive emotions are generally contingent on factors other than entrepreneurial marketing, hope, and resilience. The contingent factors that are evident in the current literature include changes in competitors' strategies, customers' needs, and economic and social transformations (Bendickson et al., 2017; Yusendra et al., 2020), stress (Chak et al.,

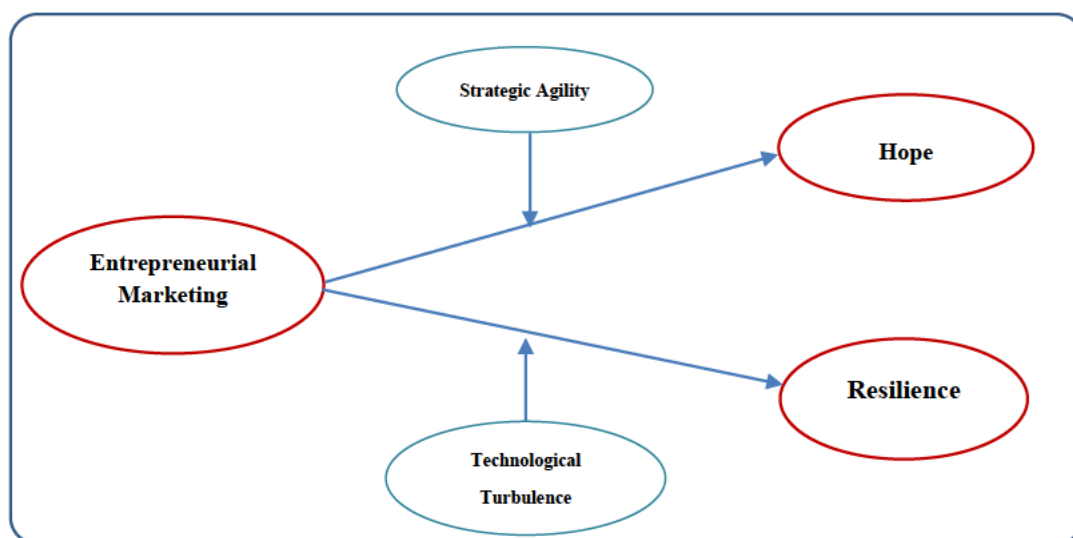
2022), work engagement (Karatepe, 2014), innovation capability (Al Taweel & Al-Hawary, 2021), and self-efficacy and entrepreneurial intention (Kim, 2020). Since these contingent factors have been considered in various contexts, the current study investigates factors that potentially moderate the impacts of entrepreneurial marketing on the hope and resilience of founders in a start-up context.

Further, recent global market trends have brought significant uncertainties and challenges to start-ups. These trends include economic uncertainty and inflation (Sikora & Baranowska-Prokop, 2021), supply chain disruptions (Chowdhury et al., 2019), and policy changes and compliance (Rahmati et al., 2011; Ratten, 2021). The main challenge of these uncertainties for start-ups is survival amidst declining revenue, high business costs, labour shortages, disruptive supply chains, and weak marketing performance (Aminova & Marchi, 2021; Engidaw, 2022; Farid & Widjaja, 2021; Siregar et al., 2024). One notable uncertainty for start-ups is technological turbulence. Technological turbulence has resulted in various issues for start-ups, such as the shift from on-site service to online service, constant investment in new technologies, and upgrading of systems (Pratono, 2022; Puriwat & Hoonsopon, 2021). These challenges require start-ups to be resilient against technological turbulence while applying entrepreneurial marketing strategies. Therefore, this study argues that technological turbulence can moderate the relationship between entrepreneurial marketing and resilience in start-up founders (Figure 1.4).

In such a turbulent situation, start-ups must also be resilient and have enough agility to react dynamically to survive. Studies recommend that agility, specifically strategic agility, might be essential in ensuring survival in start-ups (Alshagawi & Mabkhot, 2024; Sikora & Baranowska-Prokop, 2021). The start-ups must be agile enough to meet the market's changing requirements (Ghezzi & Cavallo, 2020) and be hopeful (Oliveira Mota et al., 2022; Sun et al., 2022). Despite

the findings about strategic agility in large and medium-sized enterprises (Ahammad et al., 2021; Al Taweel & Al-Hawary, 2021), there is a need for more investigation into strategic agility in start-ups. Further, the extant literature also validates the positive effect of strategic agility on hope (Yildiz & Aykanat, 2021). According to Kuckertz et al. (2020), strategic agility is crucial for start-ups and small businesses, especially in turbulent times. However, the moderating role of strategic agility on the relationship between entrepreneurial marketing and hope in start-up founders has yet to be studied. This research aims to address the gap depicted in Figure 1.4.

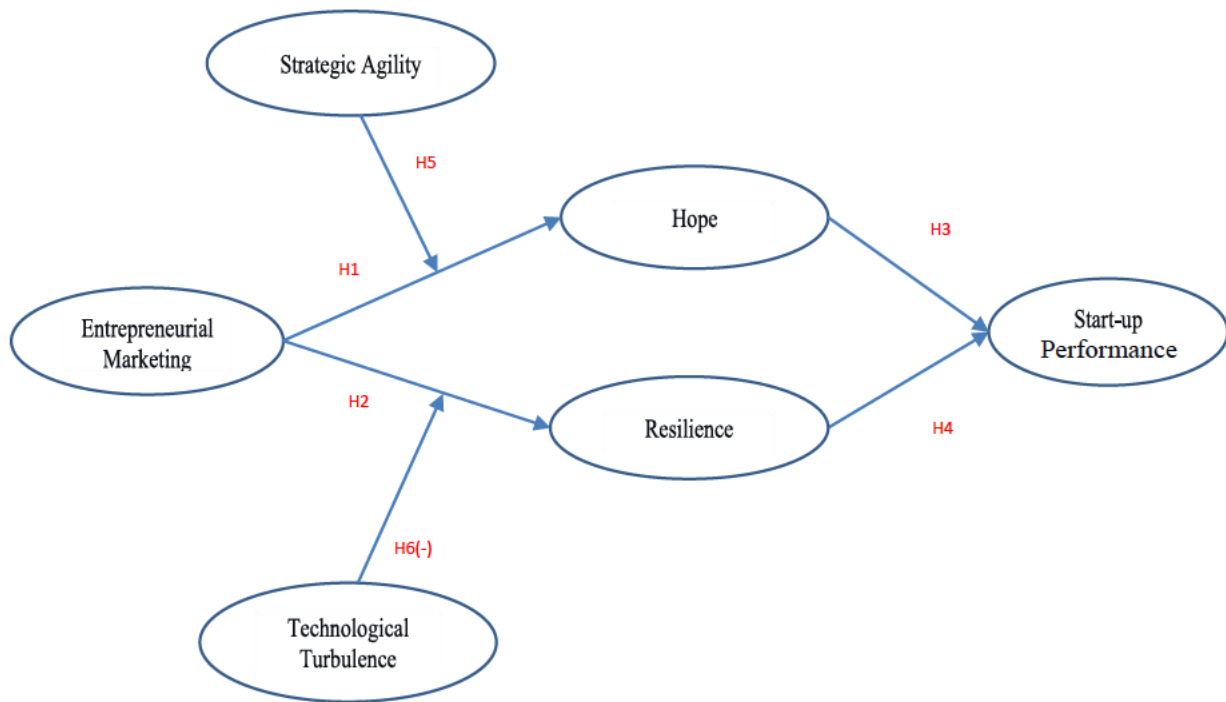
Figure 1.4: Moderators of the Relationship Between Entrepreneurial Marketing, Hope, and Resilience.



1.3 Conceptual Framework

This study developed the nomological network of the constructs based on the SLR, research background, and identified research gaps. Entrepreneurial marketing is proposed as the antecedent to hope and resilience, and there are gaps. Entrepreneurial marketing has a subsequent impact on start-up performance. Technological turbulence and strategic agility moderate the relationships between entrepreneurial marketing, founders' hope, and founders' resilience in start-ups (Figure 1.5).

Figure 1.5: Proposed Model for Entrepreneurial Marketing–Performance Relationship



1.4 Research Questions

The proposed conceptual framework (Figure 1.5) addresses this primary question of this thesis: Which emotions validate the effectiveness of entrepreneurial marketing in enhancing start-up performance? The nested research questions (NRQs) are:

- NRQ1: What is the current literature on the entrepreneurial marketing–performance relationship?
- NRQ2: Which positive emotion(s) may explain the causality of start-up performance?
- NRQ3: Which positive emotion(s) and contingency factor(s) may explain the link between entrepreneurial marketing and start-up performance?
- NRQ4: Which configurations of conditions and founders can contribute to start-up performance?

1.5 Overview of Methodology

The current thesis adopts positivism as its fundamental paradigm and is structured as a quantitative study. Three studies have been carried out to answer the research questions and

achieve their research objectives: an SLR (NRQ1), experiments (NRQ2), and a survey (NRQ3). It also undertook the post-hoc analysis: fsQCA (NRQ4). For SLR, a graphical bibliometric review and Visualisation of Similarities (VOSviewer) have been used. Regarding experiments and the survey, data is collected via self-administered surveys from Australian start-up founders using the online platform Qualtrics. Four key constructs and two moderating variables are measured through a survey and two experiments designed for founders. The thesis employs the analytical methods of t-tests, structural equation modelling (SEM), and fsQCA. In the scenario-based experiments, t-tests highlight the differences between participant groups, which shed light on the impact of hope and resilience on start-up performance. The SEM examines the complex relationships between various constructs to analyse the factors that influence start-up performance. Additionally, the fsQCA identifies founders' critical conditions and emotions that affect start-up performance.

1.6 Research Contributions

1.6.1 Theoretical Contribution

This research presents a conceptual model of the entrepreneurial marketing–performance relationship by incorporating positive emotions, strategic agility, and technological turbulence into the start-up context. Grounded in appraisal theory (Roseman & Smith, 2001), the broaden-and-build theory of positive emotions (Fredrickson, 2004), and contingency theory (Whalen et al., 2016), this study offers several significant theoretical contributions.

First, the SLR (Chapter Two) provides a structured overview of the current state of research in the field by elucidating key bibliometric variables, visualising research trends, and identifying thematic areas. It suggests combining multiple theoretical frameworks to better understand the role of positive emotions in the entrepreneurial marketing–performance relationship. This approach highlights how positive emotions motivate founders to enhance performance,

specifically by improving hope and resilience. Second, it advances appraisal theory by exploring how entrepreneurial marketing influences hope and resilience in start-up founders. Third, this study expands the broaden-and-build theory of positive emotions by illustrating how hope and resilience drive start-up founders to establish new goals, explore strategies, and pursue growth opportunities that ultimately lead to improved performance. Fourth, the current thesis contributes to contingency theory by identifying the other conditions (strategic agility and technological turbulence) that moderate the relationship between entrepreneurial marketing, hope, and resilience in start-up founders. Fifth, this thesis introduces founder hope and resilience as emotional responses to entrepreneurial marketing and distinguishes them from desires, expectations, or self-efficacy. Finally, this research utilises the SEM-fsQCA hybrid approach to analyse the relationship between research variables and determine diverse configurations of entrepreneurs and start-up founders that lead to start-up performance.

1.6.2 Managerial Contribution

This research highlights significant managerial implications for entrepreneurs, start-up founders, and policymakers. First, start-up founders who are enhancing their entrepreneurial marketing in the start-ups must adopt a customer-centric approach to leverage insights that can help them tailor offerings and implement opportunity-focused marketing strategies to adapt quickly to market changes. Creating valuable content, leveraging external resources, forming strategic partnerships, and engaging in networking can optimise marketing efforts, expand reach, and allocate resources efficiently. Second, fostering a culture of hope within start-ups can inspire creativity, flexibility, and perseverance. It can align team efforts towards shared goals and boost morale and performance.

Third, to build resilience in turbulent environments, start-up founders should invest in entrepreneurial marketing programs to develop resilience in their team members by focusing

on customer-centric approaches and continuous learning. Fourth, to achieve the objectives of Goal 9 of the SDGs, policymakers can support start-ups in creating sustainable and inclusive industries. Policymakers can also provide economic and financial resilience for start-ups by offering grants, low-interest loans, and tax relief and promoting diverse funding sources. In addition, simplification of the regulatory processes and the provision of financial literacy training will help start-ups navigate financial challenges and encourage diversification and robust business continuity plans, which will strengthen their ability to withstand future economic shocks. Cultivating and empowering strategic agility is also crucial, as it enables start-ups to respond swiftly to opportunities and threats by fostering a flexible work environment, continuous learning, and an adaptive vision aligned with turbulent market conditions.

1.7 Thesis Structure

The thesis follows a six-chapter structure (Table 1.1). Following the introduction provided in Chapter One, Chapter Two reports on the SLR. Chapter 3 presents the theory and hypotheses development, and Chapter Four discusses the methods (survey and experiment instruments, sampling procedure, measurements, data collection) and data analysis. Chapter Five tests and reports on the relationship between the independent and dependent variables, mediators, and moderators, and Chapter Six covers the discussion, research contributions, implications, limitations, and future directions.

Table 1.1: Thesis Structure

Chapter		Content
1	Introduction	The background of the research, the logic behind the study, research contributions, the research gap, the conceptual framework, and an overview of the thesis.
2	Literature Review	Review of the literature on the critical constructs and theories.
3	Theory and Hypotheses Development	Conceptualising of the critical constructs, review of the underpinning theories, and development of the hypotheses.
4	Research Methodology	Research philosophical paradigm, methods, measurements and items, survey and experiment instruments, sampling and data collection.
5	Analysis and Results	Testing the hypotheses and causal relationships, finalising the structural model and drawing the results.
6	Discussion, Contributions, and Conclusion	Findings, discussion, theoretical contributions, implication for start-up founders, research limitations, and future directions.

1.7 Conclusion

After briefly reviewing the background, Chapter One discussed entrepreneurial marketing, start-up performance, the positive emotions of hope and resilience, strategic agility, and technological turbulence. It then highlighted the research gap based on the limitations in the existing literature. Additionally, the research questions and the conceptual framework were then identified. Lastly, the study's contribution and significance were rationalised from theoretical and practical standpoints. Finally, the structure of the chapters in the current thesis was presented. The next chapter is the SLR about the relationship between entrepreneurial marketing and business performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In today's rapidly evolving business environment, innovation and adaptability through entrepreneurial marketing have become crucial differentiators for success (Pathak et al., 2023). Over the past three decades, there has been a significant increase in literature on entrepreneurial marketing (Alqahtani & Usay, 2020; Zahara et al., 2023). Simultaneously, academic research has extensively examined business performance and its contributing factors (Nwankwo & Kanyangale, 2020). Current research indicates a relationship between entrepreneurial marketing and business performance, both directly and indirectly (e.g., Alqahtani & Usay, 2020; Alqahtani et al., 2024; Furst et al., 2023; Kowalik et al., 2022; Whalen et al., 2016). However, a comprehensive examination that systematically investigates the complexities of this relationship has not yet been undertaken.

Existing studies reveal considerable variability in the influence of mediating and moderating mechanisms on the relationship between entrepreneurial marketing and performance. For instance, factors such as competitive advantage (Buccieri et al., 2023; Siregar et al., 2024) and entrepreneurial capabilities (Alqahtani et al., 2022; Furst et al., 2023) are thought to shape this relationship. However, the specific pathways and mechanisms by which these factors exert influence remain fragmented and poorly understood (Alqahtani et al., 2023). Although prior literature reviews (e.g., Amjad et al., 2020; Bocconcelli et al., 2018; Jones & Rowley, 2011; Gilmore et al., 2020; Risitano et al., 2023) have contributed valuable insights, they have yet to examine the mediating and moderating factors systematically within this entrepreneurial context.

The SLR is crucial for comprehensively analysing and consolidating empirical findings on the mediating and moderating influences within the entrepreneurial marketing–performance relationship. This SLR, as the first study in this thesis, will clarify the theoretical frameworks and underlying mechanisms in this area, offer a refined understanding of the current research landscape, and highlight areas for further empirical investigation. To achieve its objectives, this SLR is guided by the relevant subquestions:

SQ1a: What bibliometric variables, research trends, and thematic areas are in the entrepreneurial marketing–performance relationship?

SQ1b: What clusters can be identified within the theoretical framework of entrepreneurial marketing–performance studies?

SQ2: Which mediating and moderating variables have been examined in this relationship?

SQ3: What gaps exist in the current body of literature that suggest directions for future research?

Therefore, the objectives of this SLR are threefold: to conduct a bibliographic analysis that identifies critical publications on the entrepreneurial marketing–performance relationship, to synthesise the literature to propose a conceptual research model that incorporates mediators and moderators, and to pinpoint under-researched areas that could offer new insights for both academics and practitioners.

2.1.1 Review Structure

As Schwaeye et al. (2024) described, an SLR entails a comprehensive examination of emerging issues within a research area and the exploration of available theoretical frameworks. An SLR serves as a valuable tool for identifying existing gaps in the literature and proposing avenues for future research to address these gaps (Bocconcelli et al., 2018). Paul and Criado (2020) suggest that SLRs can generally be classified into various clusters: bibliometric, structured, theory development, framework-based, and hybrid. Following Dana et al. (2021) and Ferreira

and Robertson (2020), the current review deploys the graphical bibliometric review and VOSviewer to answer the research questions. Bibliometric reviews analyse extensive published research using statistical tools to figure trends, co-citations, and co-occurrence of a particular theme by year, theory, and research problem (Risitano et al., 2023). They help to visualise the most frequently occurring keywords in the entrepreneurial marketing–performance relationship literature to understand the primary themes and topics studied and identify gaps in the current research where new studies could contribute. In addition, some review studies aim for theory/model development. In this case, researchers typically develop theoretical models (Paul & Criado, 2020). A model development review describes widely employed variables and their relationships in the research domain (Snyder, 2019). This method helps researchers to understand construct-based developments in the literature and conceptualise a research model. Accordingly, in line with Paul and Criado (2020), this study synthesises the literature on entrepreneurial marketing–performance relationships and develops a model based on the identified constructs to achieve its two objectives. This study achieves its third objective by proposing future research agendas.

2.1.2 Topic Selection

Paul and Criado (2020) and Snyder (2019) recommend that scholars undertake an SLR on topics that have yet to be thoroughly examined. Alternatively, if the topic has been previously explored, the review should offer novel, in-depth insights that advance understanding within the research domain. Accordingly, this study identified six papers published on the entrepreneurial marketing–performance relationship that have chosen a review method for data collection. In line with Jebarajakirthy et al. (2021), this study analysed the review-based papers according to four parameters: year, methods, review focus, and types of considered papers (Table 2.1).

Table 2.1: Existing Review Studies

Author/year	Review method	Review focus	Considered papers
Jones & Rowley (2011)	Meta-analysis	Different orientations in entrepreneurial marketing in small businesses	All relevant papers
Bocconcelli et al. (2018)	Meta-analysis	SMEs and marketing	All relevant published research articles
Alqahtani & Uslay (2020)	Meta-analysis	Entrepreneurial marketing evolution and firm performance	All relevant papers
Gilmore et al. (2020)	Framework-based review	Entrepreneurial marketing education in a university	All relevant papers
Amjad et al. (2020)	Framework-based review	Entrepreneurial marketing education and performance	All relevant papers
Risitano et al. (2023)	Framework-based review	Value creation, entrepreneurship, marketing and innovation	All relevant papers

Table 2.1 demonstrates that five out of the six published review-based papers, namely Amjad et al. (2020), Bocconcelli et al. (2018), Jones and Rowley (2011), Gilmore et al. (2020), and Risitano et al. (2023), have reviewed entrepreneurial marketing and (some of) its dimensions without focusing on its relationships with performance. The comparative analysis in Table 2.1 demonstrates that only the Alqahtani and Uslay (2020) review-based study addresses the entrepreneurial marketing–performance relationship. Two primary methodological issues regarding Alqahtani and Uslay’s (2020) review underscore the necessity for a fresh SLR in this field. First, Alqahtani and Uslay’s (2020) study covers papers published earlier than 2020. As shown in Figure 2.2 in Section 2.3.1, there has been a surge in empirical study publications on the entrepreneurial marketing–performance relationship through 2022 and 2024. Second, Alqahtani and Uslay (2020) did not simultaneously deploy the bibliometric and model development review approaches to integrate the research efforts on the entrepreneurial marketing–performance relationship, and to our knowledge, there is no current publication that has undertaken a systematic bibliometric and model development review that covers the entrepreneurial marketing–performance relationship. Therefore, following the process used for

a literature review on entrepreneurship and marketing by Berman et al. (2024) and Schwaeke et al. (2024), this SLR systematically reviews the existing literature and highlights the mediating and moderating factors that may strengthen or weaken the entrepreneurial marketing–performance relationship.

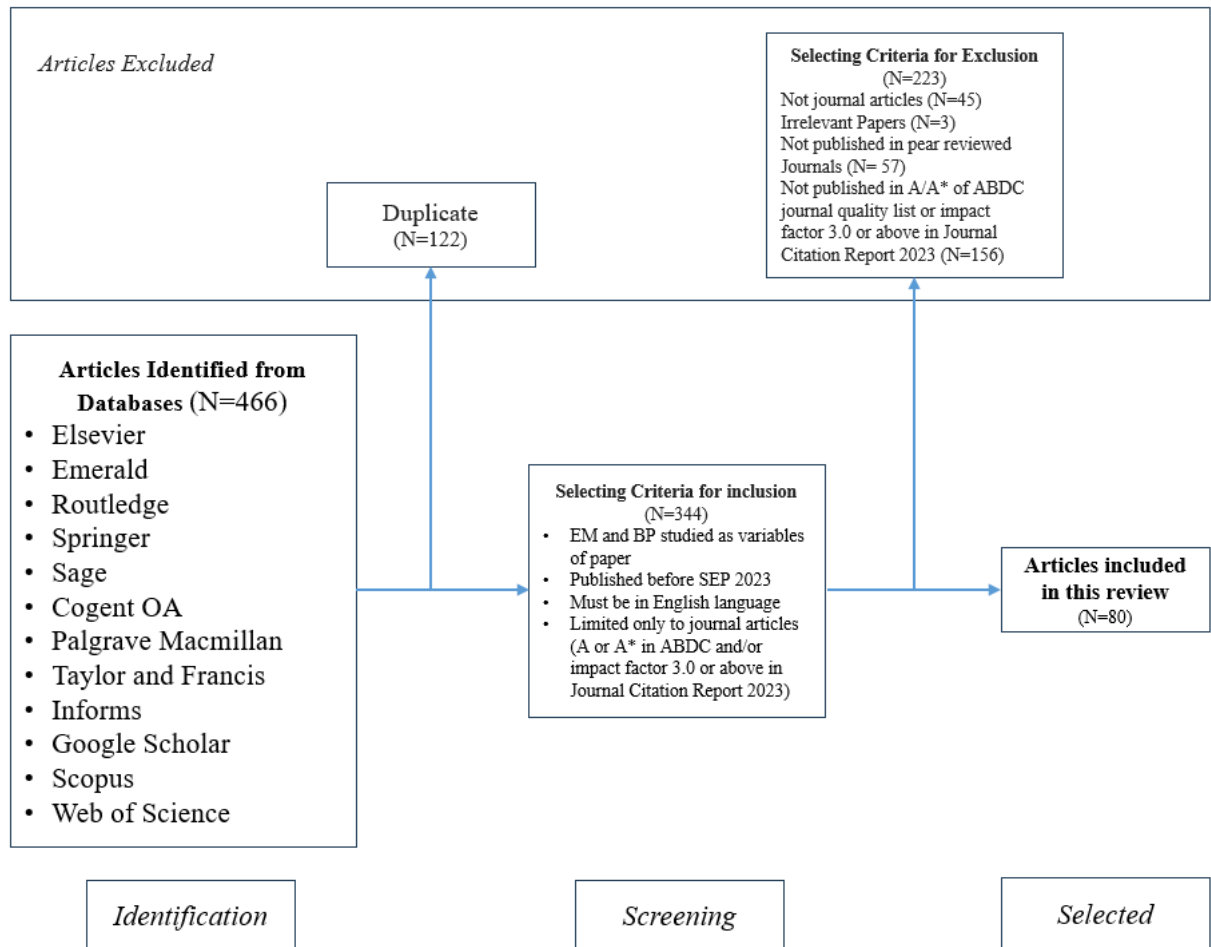
Following the benchmark papers identified in Table 2.1 (Amjad et al., 2020; Bocconcelli et al., 2018; Jones & Rowley, 2011; Gilmore et al., 2020; and Risitano et al., 2023), both bibliometric analyses and model development were conducted. The set of papers was established through a structured and rigorous selection process. This study employed the PRISMA protocol, which is a widely recognised methodology in literature review studies (Moher et al., 2015). Due to their limited impact on the academic literature, book chapters, books, PhD dissertations, and conference papers were excluded from the sample. A content analysis was conducted on the remaining articles to extract key bibliographic details related to entrepreneurial marketing and business performance. The data were organised and analysed using Microsoft Excel and VOSviewer software. Detailed descriptions of the research analysis are provided in the subsections that follow.

2.2 Systematic Review Methodology

2.2.1 PRISMA Protocol

To discover pertinent trends in the research about entrepreneurial marketing and business performance, this study employed the Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA) protocol (Moher et al., 2015). This protocol ensures objectivity, transparency, and replicability of bibliographic research by identifying, collecting, and assessing data from the literature. The PRISMA framework provides a flow diagram that assists researchers in the SLR process identification, screening, eligibility, and inclusion stages (Figure 2.1).

Figure 2.1: PRISMA Diagram



Identification

In the initial stage of the PRISMA, this study identified the dataset that defines the scope and boundaries of the research. Based on the current literature review papers (Aziz & Rahman, 2022; Bocconcelli et al., 2018), this study explored various databases to identify pertinent literature on the subject: Elsevier, Emerald, Routledge, Springer, Sage, Cogent OA, Palgrave Macmillan, Taylor and Francis, Informs, Google Scholar, Scopus, and Web of Science. Through this comprehensive search, a total of 466 references were retrieved (Figure 2.1). This study followed the keyword search strategy outlined by Talwar et al. (2020) and searched for keywords in a study's title, abstract, or keywords in the first 30 research papers on Google Scholar using the keywords "entrepreneurial marketing + performance + positive emotion" to

have a comprehensive keyword list. After screening the title, abstract, and keywords of those 30 research papers, this study found that the keyword “entrepreneurial marketing” more frequently appears with “performance”, “achievement”, “success”, “productivity”, “effectiveness”, “profitability”, “outcome”, “growth”, “development”, and “positive emotion”. Therefore, the keyword list appears as “entrepreneurial marketing” and “performance” or “achievement” or “productivity” or “effectiveness” or “profitability” or “outcome” or “growth” or “development” or “positive emotions”. Hence, this study searched for relevant journal articles in different databases using the abovementioned keywords.

Screening

In line with Bocconcelli et al. (2018), this study shortlisted the retrieved papers by setting exclusion/inclusion criteria. Accordingly, this research reviewed only those articles that (a) are published in the English language, (b) should be scholarly work, (c) are published in peer-reviewed journals, and (d) should be published in journals that are either classified as A* or A in the ABDC journal quality list (Aziz & Rahman, 2022; Bocconcelli et al., 2018) or have an impact factor of 3 or above in the in-journal citation report 2023. The decision to focus on A/A* journals or have an impact factor of 3 or above in the in-journal citation report 2023 was driven by the need to ensure the inclusion of high-quality, peer-reviewed studies that offer rigorous theoretical and methodological contributions (Adil et al., 2022). Analysing papers from reputable journals enhances the reliability of observed patterns and ensures that the identified trends reflect recognised developments within the scholarly community. Furthermore, A/A* journals are more likely to set the research agenda in fields such as entrepreneurial marketing and business performance and make them an appropriate source for capturing influential and emerging scholarly directions (Jebarajakirthy et al., 2021). Therefore, the research was restricted to articles published in English in international business, management, and accounting journals. The initial screening phase yielded a database of 466 articles. After

removing review papers (six papers) and duplicated references (122), non-English journal papers (4), book sections (29), books (15), book reviews (7), and conference papers (46), this study retrieved 238 research papers.

Eligibility and inclusion

The final two phases of the PRISMA protocol outline the eligibility criteria and the process for including papers. Based on the following criteria, eligibility and inclusion were determined:

EI1: Documents containing keywords that are related to the research area.

As shown in Figure 2.1, this study excluded 149 research papers because they were published in journals with an impact factor of less than 3. In addition, after a deep review of the articles, three research papers were deleted because they were irrelevant to the research topic and only mentioned keywords in the titles, abstracts, or keywords. Lastly, 80 bibliographic records were found in the literature on entrepreneurial marketing–performance relationships after implementing the exclusion criteria.¹

2.3 Findings

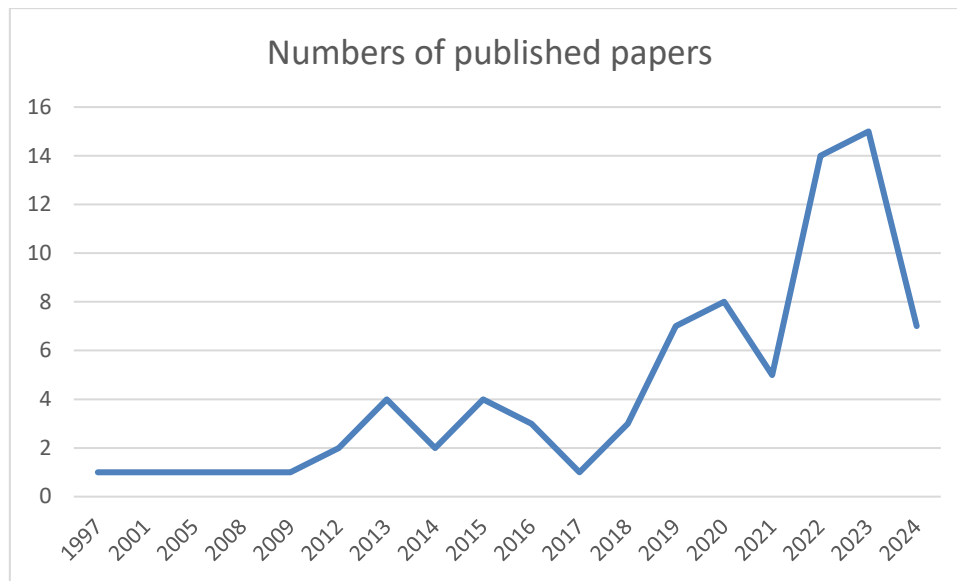
This study had two findings. In the first step, it presented the descriptive statistics of the primary sample used for the bibliometric analysis. In the second step, it presented the keyword network that illustrates the co-occurrence analysis and thematic analysis.

2.3.1 Sample Descriptive Statistics

In this study, 80 research articles were reviewed to achieve the objectives of this SLR. Figure 2.2 shows the advancement in the literature on entrepreneurial marketing–performance relationships over the last 27 years (from 1997 to 2024).

Figure 2.2: Publications by Year

¹ Appendix 1 contains the details of considered journal articles.



The literature on the entrepreneurial marketing–performance relationship emerged in 1997. From 1997 to 2009, the publication rate was relatively low, with only a single paper published in 1997, 2001, 2005, 2008, and 2009. There was a slight increase in publications in 2012, with two papers published on the entrepreneurial marketing–performance relationship, and this moderate growth continued through 2013 and 2014, with four and two papers, respectively. From 2015 onwards, there has been a noticeable increase in published papers, with a peak in recent years. Between 2015 and 2018, the publication count fluctuated moderately, ranging from three to four papers annually; however, since 2019, there has been a marked rise in publications. There were seven papers in 2019, and this upward trend continued with eight papers in 2020 and five papers in 2021. The most significant surge in the number of publications on entrepreneurial marketing–performance relationships is observed in 2022 and 2023, with 14 and 15 papers, respectively, which indicates a peak in research activity or interest during these years. In 2024, the number of papers published decreased slightly to 7, as the year is not over, while conducting SLR. However, it remains relatively high compared to the previous years. The recent growth in entrepreneurial marketing studies can be attributed to the increased

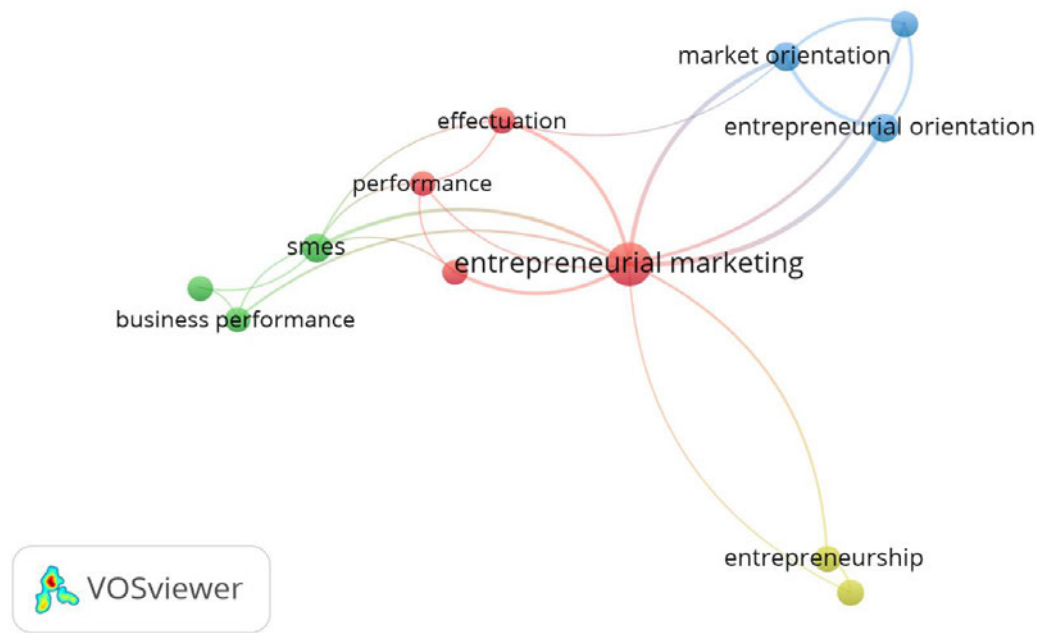
prevalence of awareness among new ventures, start-ups, and small businesses globally, which was a less common factor before 2018.

2.3.2 Co-occurrence Analysis

In the second step of the study, VOSviewer software was used to perform a co-occurrence analysis of keywords (Biggi & Giuliani, 2020; Secinaro et al., 2022; Van Eck et al., 2010). A co-occurrence analysis identifies two or more keywords in the selected papers and indicates the interconnected articles. This tool uses bubbles to visualise keywords and organise them into clusters with different colours based on related topics (Van Eck et al., 2010). The relationships between the keywords are highlighted by the lines connecting the bubbles. After importing the bibliographic database into VOSviewer, the 80 papers selected for analysis were identified. The minimum occurrence threshold for keywords was set at four.

A total of 275 keywords were identified, with the most frequently cited term being “entrepreneurial marketing”, followed by “entrepreneurial orientation” and “marketing orientation.” The network visualisation is provided in Figure 2.3: the size of the nodes corresponds to the frequency of keywords (occurrences), and the lines depict the relationships between the keywords (co-occurrences). The findings revealed four distinct yet interconnected clusters that are formed with co-occurrence relationships. Each keyword in these relationships is assigned to an individual cluster. The bibliographic coupling in this study represents four clusters, 12 primary items, and 23 links.

Figure 2.3: Co-occurrence Analysis (VOSviewer)



The total link strength is 58. Table 2.2 reports the co-occurrence of the selected author keywords with the appropriate metrics.

Table 2.2: Co-occurrence Keywords

Ranking	Keywords	Cluster	Links	Total link strength	Occurrences
1	entrepreneurial marketing	1	10	36	53
2	entrepreneurial orientation	3	3	16	9
3	market orientation	3	4	15	8
4	firm performance	3	3	10	5
5	SMEs	2	6	9	8
6	effectuation	1	4	7	5
7	covid-19	1	3	6	4
8	business performance	2	3	4	4
9	entrepreneurship	4	2	4	6
10	performance	1	4	4	4
11	marketing	4	2	3	6
12	entrepreneurial marketing orientation	2	2	2	4

The VOSviewer designated the clusters with numbers and colours. In the item density visualisation, each point is colour-coded to represent the density of items at that location. Table 2.3 displays the key findings of the current research: the number and colour of each cluster, the

associated items, the frequency of each item, and the key references that address them in the final sample of articles.

Table 2.3: Clusters and Items

Cluster	Colour	Items	Details items (occurrences)	Main reference
1	Red	4	Entrepreneurial marketing (53) Effectuation (5) COVID-19 (4) Performance (4)	Jones et al. (2013); Yang and Gabrielsson (2017); Elgammal et al. (2022);
2	Green	3	SMEs (8) Business performance (4) Entrepreneurial Marketing Orientation (4)	Felzensztein et al. (2022); Hilal and Tantawy (2022); Kowalik et al. (2022)
3	Blue	3	Entrepreneurial orientation (9) Market orientation (8) Firm performance (5)	Eggers et al. (2012); Hanaysha and Shaikh (2022)
4	Yellow	2	Entrepreneurship (6) Marketing (6)	Guerola-Navarro et al. (2022); Kocak and Abimbola (2009)

Cluster 1: Effectuated performance by entrepreneurial marketing in COVID-19, represented in red, is notably centred around the interconnected themes of entrepreneurial marketing, effectuation, COVID-19, and performance. This cluster highlights the impact of the global pandemic, particularly on the entrepreneurial marketing–performance relationship. Building on effectuation theory (Alqahtani et al., 2022), these themes reflect a growing interest in how entrepreneurial firms adapt their marketing strategies to navigate unpredictable market conditions, especially during disruptive events like the COVID-19 pandemic. The inclusion of COVID-19 and performance within this cluster underscores the significant impact of the pandemic on entrepreneurial activities and business outcomes. Research in this area examines how businesses have responded to the challenges posed by the pandemic, including shifts in consumer behaviour, supply chain disruptions, and the acceleration of digital transformation (Manishimwe et al., 2022).

Cluster 2: SMEs’ orientation to entrepreneurial marketing, highlighted in green, focuses on the interplay between entrepreneurial marketing orientation, SMEs, and business performance. It brings together key themes that examine how SMEs adopt entrepreneurial marketing

approaches to enhance their competitive edge and improve their overall performance. Entrepreneurial marketing orientation is a central concept within this cluster; it refers to a firm's proactive, innovative, and opportunity-driven approach to marketing (Kowalik et al., 2022), particularly for SMEs with limited resources and intense competition. By adopting an entrepreneurial marketing orientation, SMEs can differentiate themselves in the marketplace, exploit new opportunities, and effectively respond to changing customer needs and market conditions (Crick et al., 2023) to improve business outcomes.

Cluster 3: Inclusive entrepreneurial and marketing orientations, blue in this bibliographic analysis, underlines the interplay between entrepreneurial orientation, market orientation, and firm performance. Entrepreneurial orientation is a crucial concept within this cluster, as it refers to a firm's propensity to engage in innovative, proactive, and risk-taking behaviours. Firms with a strong entrepreneurial orientation are more likely to pursue new opportunities, introduce innovative products or services, and venture into unexplored markets (Eggers et al., 2012). When combined with a strong market orientation—defined by a firm's commitment to understanding and responding to customer needs and competitive dynamics (Ahmadi & O'Cass, 2016)—these firms are well-positioned to achieve a competitive advantage. Research indicates that firms that effectively integrate these orientations experience enhanced performance (Eggers et al., 2020). By fostering entrepreneurial and market-oriented behaviours, firms can better navigate market challenges, capitalise on emerging opportunities, and sustain their competitive position over the long term (Whalen et al., 2016).

Cluster 4: Entrepreneurship and marketing interlink, represented in yellow in the VOSviewer map, examines the dynamic relationship between entrepreneurial activities and market dynamics and highlights how entrepreneurs identify, create, and exploit opportunities within various market contexts. Entrepreneurship, which is a core focus of this cluster, is explored in

how individuals and firms initiate and develop new business ventures. This involves recognising market needs, developing innovative solutions, and launching products or services that meet those needs (Risitano et al., 2023). The market concept within this cluster is examined as both an arena of opportunity and a source of constraint, where market conditions, customer preferences, and competitive pressures influence entrepreneurial decision-making and strategy formulation (Pathak et al., 2023). Research in this area explores how entrepreneurs leverage their understanding of market trends and competitive landscapes to drive business success (Nwankwo & Kanyangale, 2020). It also investigates how markets evolve and adapt in response to entrepreneurial activity, such as introducing disruptive innovations and creating new market segments (Siregar et al., 2024).

2.4 An Integrative Theoretical Framework

As revealed in the previous sections, preceding studies have identified an indirect impact between entrepreneurial marketing and performance. However, few studies have addressed their mediating and moderating connections, primarily through a positive emotion lens. In this section, this study uses the results of this analysis to identify the factors that influence the entrepreneurial marketing–performance relationship. This SLR’s second research objective is to draw a conceptual model that represents the entrepreneurial marketing–performance relationship by positioning widely discussed variables as mediators and moderators, as shown in Table 2.4.

Table 2.4: Widely Discussed Variables as Mediators and Moderators

Mediators	Moderators
Entrepreneurial resources Entrepreneurial organisation, entrepreneurial proclivity, international entrepreneurial culture.	Firm structure Firm size, network structure (size, diversity, strength), firm structure, internal new venture characteristics (age and size), network structure, organisational structure, and learning orientation.
Innovation leadership Exploratory and exploitative activities, exploratory innovation and differentiation strategy, innovation, and learning orientation.	Environmental turbulence Market turbulence, technological turbulence, competitive intensity, supplier power, and market growth, market dynamism, market turbulence, market growth and profitability.
Entrepreneurial capabilities Absorptive capacity, competitive advantage, decision-making process, digital marketing capabilities, Information technology capability, market driving capability, market penetration strategies, product development capability.	Marketing leadership Co-opetition, customer relationship management, gender and entrepreneurial experience, marketing agility, marketing capabilities, vigilant leadership.

To develop the intended conceptual model, it is necessary to incorporate the connecting factors (mediators and moderators) in addition to the independent variable (entrepreneurial marketing) and dependent variable (business performance). The literature on the entrepreneurial marketing–performance relationship underscores the presence of several mediators (see Deku et al., 2023; Hanaysha & Al-Shaikh, 2022), and this review identified various mediators for this relationship; however, none are in the domain of positive emotions. The identified mediators can be classified into three main clusters: entrepreneurial resources, innovation leadership, and entrepreneurial capabilities.

The entrepreneurial resources cluster comprises the mediators of entrepreneurial marketing, entrepreneurial organisation, entrepreneurial proclivity, and international entrepreneurial culture. Entrepreneurial resources can mediate the entrepreneurial marketing–performance relationship by acting as the mechanism through which entrepreneurial marketing strategies contribute to enhanced performance (Buccieri et al., 2023; Siregar et al., 2024). Entrepreneurial resources help companies identify and capitalise on market opportunities, adapt to changing conditions, and create unique value propositions (Kowalik et al., 2023). Companies can obtain

entrepreneurial resources by fostering innovation, attracting talent with an entrepreneurial mindset, and investing in training and development to nurture an entrepreneurial organisation and proclivity. Building strong networks and partnerships can also provide access to the financial, intellectual, and social capital needed for entrepreneurial growth by resource leverage (Deku et al., 2023). In this way, entrepreneurial resources play a pivotal role in translating the strategic and proactive aspects of entrepreneurial marketing into tangible performance enhancements (Crick et al., 2023; Ferreira & Robertson, 2020).

The innovation leadership cluster incorporates exploratory and exploitative activities, exploratory innovation and differentiation strategy, innovation, and learning orientation. Innovation leadership can mediate the entrepreneurial marketing–performance relationship by facilitating the transformation of entrepreneurial marketing efforts into tangible outcomes that positively impact a firm’s performance (Crick et al., 2023). Entrepreneurial marketing, which is characterised by its risk-taking, creativity, and pro-activeness, can stimulate innovative thinking and behaviours within a business (Furst et al., 2023; Mahdi et al., 2024), which then fosters a culture of innovation that encourages employees to explore new ideas and approaches, develop novel products or services, and adapt to changing market conditions (Kowalik et al., 2023). Entrepreneurial marketing approaches help businesses to introduce innovative products or services that meet customer needs, differentiate their business from competitors, and attract a larger market share (Ferreira & Robertson, 2020). Consequently, innovation leadership can lead to unique value propositions, improved product quality, higher customer satisfaction, increased sales, and improved profitability (Guerola-Navarro et al., 2022), which are all critical components of superior performance.

According to Furst et al. (2023), entrepreneurial capabilities can act as a mediator in the entrepreneurial marketing–performance relationship. They can channel the strategic and

operational aspects of entrepreneurial marketing into tangible actions that enhance the business's overall performance (Alqahtani et al., 2023). Entrepreneurial marketing involves identifying and seizing opportunities, adapting to market changes, and fostering a customer-centric approach (Guerola-Navarro et al., 2022). When a firm effectively leverages entrepreneurial marketing strategies, it relies on entrepreneurial capabilities such as adaptability, innovative thinking, risk-taking, and resourcefulness (Khan et al., 2022) to execute marketing initiatives. These capabilities, in turn, enable the business to respond swiftly to market dynamics, design creative marketing campaigns, and tailor products or services to customer needs (Zahara et al., 2023), all of which ultimately drive performance improvements.

The existing research indicates that various factors can moderate the entrepreneurial marketing–performance relationship. These factors are firm structure, marketing capabilities, operand and operant resources, gender and entrepreneurial experience, network structure (size, diversity, and strength), environmental competitive intensity, firm size, and co-opetition. To better understand these influences, in this study, the moderating factors are organised into three categories: firm structure, environmental turbulence, and marketing leadership. This categorisation provides a more explicit framework for examining how different contextual elements shape the effectiveness of entrepreneurial marketing strategies. Entrepreneurial marketing may affect performance differently depending on the firm's structure (Furst et al., 2023; Kowalik et al., 2023). This cluster includes the moderators of firm size, network structure (i.e., size, diversity, strength), internal new venture characteristics (i.e., age and size) and learning orientation. For instance, one of the most significant structural moderators is firm size. Smaller companies often possess greater agility, faster decision-making, and lower bureaucracy, which enables them to implement entrepreneurial marketing tactics more quickly and effectively (Kowalik et al., 2022). As a result, entrepreneurial marketing may have a more direct and pronounced impact on their performance by helping them identify and seize market

opportunities, adapt to changes, and engage with customers (Bachmann et al., 2021). In contrast, larger firms might face challenges implementing entrepreneurial marketing strategies due to organisational complexity and a more extensive decision-making hierarchy (Crick et al., 2023). However, their extensive resource base might enable them to scale up and invest in more extensive marketing initiatives (Furst et al., 2023). Consequently, the firm's size can moderate the entrepreneurial marketing–performance relationship.

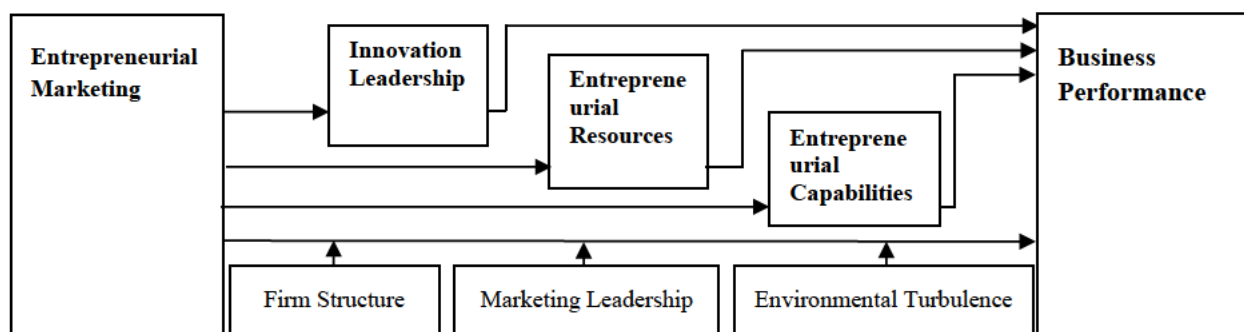
This cluster also covers the various environmental factors of market turbulence, technological turbulence, competitive intensity, supplier power, market growth, and environmental conditions considered moderators in the current literature. Researchers such as Kowalik et al. (2022) and Hilal and Tantawy (2022) argue that gauging businesses' consciousness of environmental turbulence is essential for understanding businesses' environmental capacities for managing performance. Such businesses can improve their performance by staying agile, developing adaptive strategies, capitalising on market and technological changes, and turning challenges into opportunities for growth and sustainability (Kowalik et al., 2022). On the other hand, businesses with a low level of environmental knowledge tend to care more for internal factors, which may result in them overlooking surrounding changes and achieving a lower level of performance (Kakeesh et al., 2024). Consequently, this SLR suggests that environmental turbulence can moderate the entrepreneurial marketing–performance relationship.

As the third cluster of moderators, marketing leadership consists of co-opetition (combining elements of competition and cooperation between businesses), customer relationship management, export co-opetition, entrepreneurial experience, marketing agility, marketing capabilities, market growth and profitability, and vigilant leadership. Marketing leadership can play a crucial moderating role in the entrepreneurial marketing–performance relationship by guiding and optimising entrepreneurial marketing efforts. Entrepreneurial marketing involves

innovative, risk-taking, and proactive marketing strategies (Alqahtani et al., 2023) that help businesses seize opportunities and adapt to market changes. However, without solid leadership, these strategies may lack direction or consistency. Marketing leaders can provide the vision, resources, and decision-making expertise to ensure that entrepreneurial marketing activities align with overall business goals and market demands (Zahara et al., 2023). By fostering a culture of creativity while ensuring strategic focus, marketing leadership enhances the effectiveness of entrepreneurial marketing, which ultimately leads to improved business performance through better customer engagement, competitive advantage, and sustained growth (Zareimatin et al., 2014).

To achieve the second objective, this SLR conceptualised a framework (Figure 2.4) based on the frequently studied variables. The framework demonstrates the relationship between entrepreneurial marketing, mediators, moderators, and business performance.

Figure 2.4: Conceptual Model



2.5 Future Research Suggestions

This review has several contributions. By graphically mapping the evolution of research from 1997 to 2024 and employing bibliometric techniques (VOSViewer) to identify clusters and co-occurrences, it contributes to a deep understanding of the mediators and moderators that affect the entrepreneurial marketing–performance relationship. As this topic continues to gain traction, particularly from 2022 to 2024, this SLR fills a critical gap in the literature and

provides actionable insights for practitioners seeking to optimise marketing strategies and enhance business performance. However, this literature review has several inherent limitations that should be considered in future research. First, the sample was restricted to business, management, and accounting papers. The scope can be expanded to other fields, such as psychology or economics. Second, some significant contributions may have been overlooked due to incomplete keyword selections or the exclusion of certain relevant documents during the selection process. Third, in this project, this study included papers published in journals with an impact factor of more than three. Future research can enlarge the domain by synthesising papers from journals that have a lower impact factor.

As well as the mediators and moderators highlighted in the preceding sections, there are other factors that can influence the relationship between entrepreneurial marketing and business performance that have been largely underexplored or are missing from previous studies. The bibliometric and thematic analysis identified that none of the mediators, moderators, and clusters illustrate positive emotions as having interconnections between entrepreneurial marketing and performance. To address this gap, this SLR suggests that future research explore additional psychological mediators (i.e., positive emotions, particularly hope and resilience) and dynamic contextual factors, such as business environmental factors, as moderators. With regard to positive emotions, Fredrickson's (2004) broaden-and-build theory of positive emotions suggests that such emotions can improve business performance by cultivating a more motivated and engaged workforce. Consequently, when business owners employ entrepreneurial marketing and feel positive, they are more likely to perform better.

Hope is a positive emotion that is considered to be one of the best emotional coping strategies as it motivates businesses to believe that the outcome of entrepreneurial marketing will be positive. This study believes hope can be a better candidate for translating entrepreneurial

marketing into performance for two reasons. First, hope comprises goals, will, and pathways (Snyder et al., 2002) that can encourage business owners/managers to choose a specific marketing strategy, such as entrepreneurial marketing. Second, according to Snyder et al. (2002), hope is a future-oriented construct that drives owners/managers to exhibit behaviours such as entrepreneurial marketing to achieve goals such as increased performance. The current literature review also found that resilience as a mediator of the entrepreneurial marketing–performance relationship has not received attention from prior academic studies in this research domain. With the gradual increase in environmental dynamism, some businesses start setting back and exiting the market (Manishimwe et al., 2022) due to non-reasonable performance. In line with Jones et al. (2023), resilience provides business owners with the ability to withstand setbacks, adapt to challenges, and persist in adversity, which can profoundly impact on performance. It also enables them to bounce back from failures, learn from mistakes, and maintain a positive outlook, which can lead to improved performance (Pathak et al., 2023). Therefore, it is crucial to investigate the role of resilience in the context of the entrepreneurial marketing–performance relationship.

Business environmental factors can also moderate the entrepreneurial marketing–performance relationships by either enhancing or constraining the effectiveness of marketing strategies based on market dynamics, competition, and resource availability. These avenues can offer deeper insights into the complexity of this relationship. The findings from the clustering and the application of the theoretical model allow insights into the current literature and can direct future research. Table 2.5 provides insights into the gap in the current literature for each cluster.

Table 2.5: Future Research Direction

Cluster	Sub-theme	Research gap	Future research
---------	-----------	--------------	-----------------

Entrepreneurial marketing and performance in COVID-19 are underpinned by effectuation theory.	Theory development and environmental turbulence	Emotion-based theories must be explored beyond the entrepreneurial marketing-relevant theories (e.g., the effectuation theory).	Which emotion-based theories explain the entrepreneurial marketing–performance relationship more appropriately? What are the different emotion-based theories that can be combined to explain the entrepreneurial marketing–performance relationship? How can emotion-based theories be extended to explain actual performance in the presence of entrepreneurial marketing?
SMEs’ orientation to entrepreneurial marketing	Entrepreneurial marketing orientation	Drivers of entrepreneurial marketing orientation	In what stages of SME growth does entrepreneurial marketing have more impact on performance? In what stages of the SME lifecycle are they more oriented to entrepreneurial marketing? In what stages of SME growth does hope have more of an impact on performance? In what stages of SME growth does resilience have more of an impact on performance?
Inclusive entrepreneurial and marketing orientations	Driving emotions	Emotional mediators of the entrepreneurial marketing–performance relationship	Which emotional factors could better drive entrepreneurial orientation and marketing orientation in entrepreneurs? Which emotional factors could better mediate entrepreneurial marketing to performance?
		Hope	How can business owners’ hope translate entrepreneurial marketing to performance?
		Resilience	How can the resilience of entrepreneurs and business owners translate into entrepreneurial marketing to increase performance?
Entrepreneurship and marketing interlink	Entrepreneurship marketing dimension	Influence of entrepreneurial marketing dimensions on performance	How does each entrepreneurial marketing dimension individually influence businesses’ performance (meta-analysis and fsQCA)
Contingent factors	Moderators	Environmental turbulence	Which environmental factors could moderate the entrepreneurial marketing–performance relationship? How can technological turbulence moderate entrepreneurial marketing–performance relationships? How can marketing turbulence moderate entrepreneurial marketing–performance relationships?

2.6 Conclusion

This study performed an SLR to comprehensively understand how prior studies have approached the entrepreneurial marketing–performance relationship. This study synthesised 80 empirical research papers that have been published over the last 27 years and achieved the three research objectives of the SLR. The first objective was to identify critical publications on the entrepreneurial–performance relationship, and it was identified that publications have increased recently (primarily through 2022–2024). Further, most studies that have been published are overdependent on the effectuation theory, which results in a significant focus on business resources. This study conceptualised a research model on entrepreneurial marketing–

performance relationships to address the second objective using widely used factors such as mediators and moderators. The final research objective was addressed by identifying gaps in the literature and proposing future research directions for researchers in the domain. Adopting the bibliographic and thematic analysis, the current study calls for further research to examine the entrepreneurial marketing–performance relationship in different domains, such as positive emotions. Based on the findings of the SLR (Chapter Two) and the proposed avenues, Chapter Three presents the theory and hypothesis development.

CHAPTER THREE: THEORY AND HYPOTHESIS DEVELOPMENT

This chapter presents the underpinning theories and develops hypotheses. It is organised into two main sections and a brief conclusion. The first section explains the theories that underlie the hypotheses in the context of entrepreneurship. These theories are the appraisal theory, the broaden-and-build theory of positive emotions, and the contingency theory. The second section presents the hypotheses after briefly reviewing the relevant literature on the main variables. According to the proposed conceptual framework (Figure 1.5), the main variables are entrepreneurial marketing (and its dimensions), positive emotions (hope and resilience), start-up performance, strategic agility, and technological turbulence.

3.1 Theory Development

This research employed three theories, appraisal theory (Roseman & Smith, 2001), the broaden-and-build theory of positive emotions (Fredrickson, 2004), and the contingency theory (Whalen et al., 2016), to present a comprehensive model of the entrepreneurial marketing–performance relationship in the start-up that also addresses the influence of positive emotions, strategic agility, and technological turbulence.

3.1.1 Appraisal Theory

Appraisal theory provides a foundation for understanding how individuals evaluate and interpret events and situations that shape their emotional responses and subsequent actions. Roseman et al. (1990) emphasise the positive relationship between perceptions and emotions in their appraisal theory of emotions. In subtle form, its core is the claim that “evaluations and interpretations of events, rather than events per se, determine whether an emotion will be felt and which emotion it will be” (Roseman et al., 1990, p. 899). This type of perception stimulates

positive emotional responses such as hope and resilience. Building on appraisal theory, other-caused or self-caused positive experiences are anticipated to result in positive emotional responses (Roseman & Smith, 2001). In the entrepreneurship context, the appraisal theory posits that entrepreneurs' emotional responses are shaped by their cognitive evaluations of environmental stimuli, such as market uncertainty, customer demands, or resource constraints. These appraisals determine whether individuals perceive challenges as controllable opportunities or uncontrollable threats. When entrepreneurs appraise external conditions positively (e.g., believing they can influence outcomes), emotions such as hope and resilience are elicited. These emotions, in turn, directly shape their strategic decisions and marketing actions, including proactive opportunity-seeking, customer-focused innovation, and adaptive communication strategies. Incorporating appraisal theory into this research helps elucidate how start-up founders appraise entrepreneurial marketing and how these appraisals influence their levels of hope and resilience. Consequently, drawing from this premise, the present thesis formulates hypotheses that concern the interconnectedness of entrepreneurial marketing with the positive emotions of hope and resilience.

3.1.2 Broaden-and-Build Theory of Positive Emotions

The broaden-and-build theory of positive emotions (Fredrickson, 2004) suggests that positive emotions broaden an individual's cognitive and behavioural repertoire, which enables them to explore new possibilities, engage in creative problem-solving, and build personal resources. At the core of her theory, Fredrickson (2004) asserts that while negative emotions confine thought-action repertoires, positive emotions broaden these repertoires and enable people to employ a wide range of probable cognitions and behaviours that respond to emotional stimuli. The broaden-and-build theory of positive emotions is an underpinning theory that is necessary to demonstrate the impact of hope and resilience on the performance of start-ups. In line with this theory, Vacharkulksemsuk and Fredrickson (2013), for example, highlight that by effectively

managing positive emotions and reinforcement, such as receiving praise from a manager or being recognised with awards for satisfactory performance, start-up founders can cultivate an environment that is conducive to seizing innovative opportunities and enhancing performance. In the entrepreneurship context, the broaden-and-build theory (Fredrickson, 2004) explains how positive emotions expand an entrepreneur's cognitive and behavioural repertoires. For instance, hope fosters goal-directed thinking and encourages the exploration of new marketing tactics, product development avenues, or customer engagement strategies. Resilience supports persistence in the face of setbacks, promoting experimentation and iterative learning. Over time, these broadened behaviours help build enduring entrepreneurial marketing capabilities that enhance start-up performance, such as customer insight, brand adaptability, and market responsiveness. These theories form a coherent pathway linking cognitive appraisal, emotional response, entrepreneurial marketing behaviours, and start-up outcomes. Based on the broaden-and-build theory of positive emotions, positive emotions encourage start-up founders to be playful, curious, creative, hopeful (Dubreuil et al., 2021), and resilient in financial challenges, environmental and technological dynamics situations, and resource management in the workplace. These behaviours result in the recognition of opportunities to achieve new goals, resources, and acceptable performance in start-ups.

3.1.3 Contingency Theory

The contingency theory is a management and organisational theory that suggests there is no best way to organise or lead a company (Shenkar & Ellis, 2022). Instead, the most effective approach depends on the specific situation or context in which the organisation operates (Cheng & Fisk, 2022). This theory recognises that different situations require different strategies, structures, and leadership styles to achieve optimal performance (Peng & Emily, 2022), and it also emphasises the importance of fit between the characteristics of the environment and the strategies adopted by organisations. In addition, the contingency theory has an extensive and

ongoing history in studies on entrepreneurship (Mustafa, 2022) and start-up performance (Krishnan et al., 2022). However, despite the extensive research on factors that affect start-up performance, the relationship between entrepreneurial marketing, hope, and resilience lacks clarity. To address this gap, this study adopts the contingency theory to explore how contingent strategic agility and technological turbulence moderate the association between entrepreneurial marketing and positive emotions (i.e., hope and resilience) in start-ups. Strategic agility, defined as the ability to adapt to market changes rapidly (Ahammad et al., 2021), moderates the relationship between EM and hope. It highlights that emotionally adaptive responses are strengthened when firms quickly pivot their strategies. Similarly, technological turbulence moderates the relationship between EM and resilience, demonstrating that emotionally resilient founders are better positioned in volatile environments to sustain and adapt their marketing efforts. By integrating contingency theory in this way, the thesis provides a deeper understanding of when and how EM strategies lead to improved start-up performance, depending on the external conditions in which the firm operates. This theory disregards the fabricated dichotomy of the necessary impacts of antecedents (e.g., entrepreneurial marketing) on hope or resilience, whether positive or negative (Krishnan et al., 2022). Accordingly, the current research uses this theory to explore how the impact of entrepreneurial marketing on hope and resilience is contingent on strategic agility and technological turbulence.

3.2 Hypothesis Development

This section explains the primary variables: entrepreneurial marketing (and its dimensions), positive emotions (hope and resilience), start-up performance, strategic agility, and technological turbulence. The related hypotheses are then developed.

3.2.1 Entrepreneurial Marketing

According to the extant literature, which relies on traditional thinking, large businesses typically employ conventional marketing tools that include standard packaging techniques (Ouragini & Lakhal, 2023) and typical packaging and advertising methods such as newspaper ads, business cards, leaflets, posters, brochures, and TV and radio commercials to promote their products and services (Pakura & Rudeloff, 2020). However, today's business environment's turbulent and dynamic nature requires creative ways to improve business marketing and performance, as conventional marketing will not be able to meet such vital needs. Due to the consequent challenges in marketing and entrepreneurship that researchers and marketers have encountered over the past three decades, such as rapid technological advancements, evolving digital marketing trends (Pratono, 2022), shifting consumer behaviour (Guerola-Navarro et al., 2022), and increased global competition (Baranowska-Prokop & Duliniec, 2020), there has arisen an urgent demand for the development of innovative marketing strategies and tactics to support the survival and success of start-ups amidst the growing competition and turbulence in the business environment (Moroni et al., 2015; Pe'er & Keil, 2013; Potjanajaruwit, 2018). Indeed, according to the new approaches in small business management (Kowalik et al., 2023), it is vital to realise and deploy a suitable marketing style for start-ups to improve their performance. The research streams have led to conceptualising and introducing distinct entrepreneurial marketing practices (Bachmann et al., 2021; Hakemzadeh et al., 2020; Morris et al., 2002).

There are several reasons why entrepreneurial marketing is the best strategy for start-ups. For example, Sitompul et al. (2021) believe entrepreneurial marketing can provide supportive tools to compete with limited resources that would be valuable for micro and small entrepreneurial firms, such as start-ups. This perspective instils hope and empowerment, as it suggests that start-ups can still compete effectively in the market despite limited resources. In line with this,

Shankar and Singh (2022) emphasise the significance of entrepreneurial marketing in driving business performance, mainly through developing and enhancing new products/services for existing markets. Further, due to their nascent stage, most start-ups face immense pressure in the competitive landscape, which compels them to adopt a proactive, innovative, vigilant, risk-taking, and agile approach to developing and implementing marketing strategies.

Additionally, with the increasing business environmental turbulences of economic uncertainty and inflation, cybersecurity issues, and supply chain disruptions, start-ups to continuously search for new market opportunities for performance improvement (Sarwoko & Nurfarida, 2021). Therefore, entrepreneurial marketing enables start-ups to respond proactively to a constantly evolving environment (Bachmann et al., 2021; Becherer & Helms, 2016; Hakemzadeh et al., 2020). However, several features of start-ups can limit conventional marketing, such as small size, financial constraints, scarce use of specialists, and lack of marketing expertise (Sahid & Habidin, 2018). Therefore, entrepreneurial marketing offers many advantages to help start-ups survive in a highly competitive environment.

Previous studies reveal that entrepreneurial marketing has several dimensions: pro-activeness, calculated risk-taking, proactive market exploitation, marketing speed, and pro-activeness in generating market intelligence (Becherer et al., 2012; Jones & Rowley, 2009, 2011a). Additional dimensions are the propensity for innovativeness, integration of the business processes, networking and correlations, knowledge substructure, sensitivity to competitors, research and development, two-way contact with customers, being responsible to customers, sensing and creating customer value, promotion, and sales management (Sadiku-Dushi et al., 2019). However, studies that specific entrepreneurial marketing dimensions are more firmly established than others (Bachmann et al., 2021). These dimensions are value creation, proactiveness, customer intensity, resource leverage, risk-taking, innovation orientation, and

opportunity focus, as outlined in Table 3.1. Accordingly, this thesis focuses on these seven dimensions.

Table 3.1: Dimensions of Entrepreneurial Marketing

Dimension	Resource
Value creation	Sadiku-Dushi et al. (2019), Hills & Hultman (2008), Kilenthong (2011), Becherer et al. (2012), Fiore et al. (2013) Nwankwo & Kanyangale (2020a), Kilenthong et al. (2015), Jones et al. (2009, 2013), Jones & Rowley (2011a), Astuti et al. (2017), Hamali et al. (2016).
Pro-activeness	Becherer et al. (2012), Fiore et al. (2013), Whalen et al. (2016), Nwankwo & Kanyangale (2020a), Hamali et al. (2016), Jones et al. (2009, 2013), Jones & Rowley (2011a), Sadiku-Dushi et al. (2019), Astuti et al. (2017).
Customer intensity	Kilenthong (2011), Hills & Hultman (2008), Becherer et al. (2012), Fiore et al. (2013), Nwankwo & Kanyangale (2020a), Sahid & Habidin (2018), Kilenthong et al. (2015), Jones et al. (2009, 2013), Jones & Rowley (2011a), Sadiku-Dushi et al. (2019), Astuti et al. (2017), Hamali et al. (2016).
Resource leverage	Hamali et al. (2016), Becherer et al. (2012), Nwankwo & Kanyangale (2020a), Sahid & Habidin (2018), Sadiku-Dushi et al. (2019), Astuti et al. (2017).
Risk-taking	Sadiku-Dushi et al. (2019), Becherer et al. (2012), Fiore et al. (2013) Nwankwo & Kanyangale (2020a), Jones & Rowley (2011a), Astuti et al. (2017), Hamali et al. (2016), Whalen et al. (2016).
Innovation orientation	Sadiku-Dushi et al. (2019), Nwankwo & Kanyangale (2020a), Collinson & Shaw (2001), Fiore et al. (2013), Hansen & Hills (2004), Jones & Rowley (2011a), Becherer et al. (2012), Whalen et al. (2016), Hamali et al. (2016), Astuti et al. (2017), Sahid & Habidin (2018).
Opportunity focus	Sadiku-Dushi et al. (2019), Hills & Hultman (2008), Kilenthong (2011), Becherer et al. (2012), Fiore et al. (2013), Kilenthong et al. (2015), Jones et al. (2013), Astuti et al. (2017), Hamali et al. (2016), Whalen et al. (2016) Shaw (2004), Sahid & Habidin (2018).

The following subsections of this chapter provide a detailed explanation of each dimension.

Value creation

To achieve goals, start-ups must create sustainable customer value (Jackson, 2007; Yang et al., 2019) by providing satisfying customer benefits. As one of the dimensions of entrepreneurial marketing, value creation is about providing something that helps customers to perceive that a product or service has unique value features (Hadjielias et al., 2022). According to Payne et al. (2008), creating value for customers refers to activities that allow customers to accomplish a specific objective. In a simple conceptualisation, value creation refers to generating and delivering customer advantage through innovative products, services, or solutions (Horneber, 2022).

It is also crucial for start-up founders to create different value types for their customers. The created value could include innovation (Nayak et al., 2018), a decision-making process (Gruber, 2005), teamwork (Ye, 2018), social community through brand and reputation (Pakura & Rudeloff, 2020), and partial environmental sustainability (Beyhan & Fındık, 2022). In their daily activities, customers receive value through processes that occur when they need and buy products to achieve a particular objective (Trinh et al., 2014). Customers will perceive something as being valuable when it consistently meets their needs and proves helpful. In contemporary markets, value creation stems from a deep understanding of customer needs, innovative processes, and products. Start-ups can effectively achieve this by thoroughly understanding the tasks they need to accomplish.

Pro-activeness

Pro-activeness is one of the crucial capabilities in start-ups (Zhang & Li, 2021). According to Corrêa et al. (2022), pro-activeness refers to the tendency of start-up founders to take the initiative, anticipate future opportunities, and actively engage in actions that shape their start-up's trajectory. In line with Matsuno and Kohlbacher (2020), pro-activeness is defined as the ability of the start-up to realise, respond to, and satisfy customers' needs that they do not anticipate themselves. For example, a start-up could be identified as being proactive when actively identifying areas where products or services have not been developed.

According to Morisse and Ingram (2016), proactive start-up founders can often adapt to disruptions and manage unstable and changing environments as soon as they occur by developing a mindset of flexibility and proactivity. Start-ups need to be proactive in anticipating changes in the environment and managing turbulent environments. They can achieve this by regularly scanning the market, gathering insights and feedback, and then identifying potential risks and pivoting early to minimise disruptions and maximise growth opportunities. These

capabilities can help them to be better prepared for unexpected challenges and disruptions (Casprini et al., 2022). In addition to having less bureaucracy, start-ups benefit from having faster communication (Sullivan-Taylor & Branicki, 2011), which helps them to manage environmental changes rapidly and proactively. Nwaizugbo and Anukam (2014) assert that customers' purchasing decisions are not solely driven by price but by their perception of service quality and differentiation. They tend to invest in proactive providers who anticipate and cater to their needs.

Customer intensity

With the proliferation of start-ups and intensifying competition in marketplaces (Stolz, 2020), founders need to adopt specific techniques to find and retain customers and address the competition challenges. Customer intensity refers to the extent to which start-up founders interact, engage, and receive feedback from their customers (Hanaysha, 2023). A focus on customer relationship management, customer centricity, and market segmentation (Pareti et al., 2020) is an example of customer intensity strategies. To survive in a competitive market, start-ups must focus on finding new customers and retaining existing ones (Peterson & Crittenden, 2020). Customer intensity also refers to an approach in start-ups that prioritises the customer when developing a long-term strategy for creating customer loyalty (Nwankwo & Kanyangale, 2019). To achieve customer loyalty, start-ups must ensure that the customers have a positive experience before and after the sale. They must also use innovative procedures to build, cultivate, and sustain customer relationships (Nwankwo & Kanyangale, 2020b).

Resource leverage

Resource leverage, a key concept in the start-up ecosystem, refers to the ability of start-up founders to effectively utilise and maximise the available resources, such as financial capital, human capital, networks, and technological assets, to achieve their goals (Shankar & Singh, 2022). As start-ups often need more resources, they cannot implement long-term strategies (Pal

et al., 2014); however, they can manage limited entrepreneurial resources (e.g., financial resources, employees, premises, and equipment) effectively and creatively through resource leveraging. From a vulnerability perspective, Dahlberg and Guay (2015) contend that start-ups lack the majority of the required resources. However, in the real world, start-ups must adapt to disruptions as soon as they occur, and the resource leveraging aspect of entrepreneurial marketing is one strategy that start-ups can use (Dahlberg & Guay, 2015). Effective resource leveraging is expected to improve entrepreneurial outcomes in start-ups, as they will be able to achieve more with less, which can help reduce the financial burden on the founder. Effective resource leveraging can also help start-ups build strategic partnerships with other organisations that can provide access to additional resources and expertise (Kirchner et al., 2020).

Resource leveraging occurs through borrowing, sharing, trading, and renting resources (Morris et al., 2002). Leveraging can also be facilitated by expanding existing networks, utilising online resources, capitalising on opportunities provided by accelerators and incubators, and actively participating in start-up communities (Mort et al., 2012). By collaborating with other businesses and stakeholders, start-ups can benefit from the resources and knowledge of their partners, which can help to strengthen their capabilities. Additionally, resource leveraging can create a support network for the founder that can provide them with access to advice and guidance from experienced professionals (Gliga & Evers, 2023) and enable them to innovate and experiment more freely. By accessing new resources and capabilities, start-ups can explore new ideas and approaches and test them in the market with reduced risk. It also reduces uncertainty and gives founders more stability and security (Anis, 2022).

Risk-taking

Risk-taking is a significant dimension of entrepreneurial marketing and testament to start-ups' dynamic nature. It refers to the willingness of start-up founders to embrace and pursue

opportunities despite the inherent uncertainties and potential for failure (Shankar & Singh, 2022). Risk-taking orientation in entrepreneurial marketing often refers to the inclination to engage in actions that involve uncertainty, potential loss, or deviation from the status quo (Nwankwo & Kanyangale, 2020a). It involves venturing into unexplored territories, making bold moves, and accepting the possibility of failure to pursue growth and innovation (Hanaysha & Al-Shaikh, 2022). Risk-taking is highly significant for start-ups because start-ups often operate in dynamic and competitive environments. Ren et al. (2022) emphasise that by embracing risk, entrepreneurs have the potential to recognise and capitalise on opportunities that others might avoid. Moreover, taking calculated risks enables start-ups to gain a competitive edge, distinguish themselves, and potentially revolutionise existing markets (Astuti & Balqiah, 2020). In addition, risk-taking fuels innovation and fosters creativity (Graciano et al., 2023). By stepping outside their comfort zones and taking calculated risks, start-up founders are more likely to develop novel ideas, experiment with new approaches, and develop innovative products or services that enable start-ups to differentiate themselves in the market and attract customers.

As start-ups face uncertainties and rapidly changing market conditions such as technological advancements, shifts in consumer behaviour, and regulatory changes, embracing risk helps founders develop adaptability and agility in their decision-making and problem-solving processes (Shankar & Singh, 2022). Ren et al. (2022) reveal that being open to taking risks empowers start-ups to navigate uncertainty more effectively, adjust their strategies, and respond to market demands swiftly.

Innovation orientation

Innovation orientation within entrepreneurial marketing emphasises fostering a culture of innovation, creativity, and continuous improvement within a start-up (Ngoc, 2022). According

to Nuseir et al. (2021), it involves actively seeking and implementing new ideas, processes, and technologies to develop unique and superior products, services, or business models. Innovation orientation benefits start-ups in several ways. For example, Ngoc (2022) believes embracing innovation gives start-ups a competitive edge by offering unique products or services that differentiate them in the market. Start-ups can attract customers, capture market share, and build a strong brand image by continuously innovating and staying ahead of competitors.

Innovation also helps start-ups remain relevant in a rapidly changing business environment (Marcon & Ribeiro, 2021). Identifying and responding to evolving customer needs, market trends, and technological advancements can empower start-ups to adapt their offerings and maintain their position as market leaders or disruptors (De Faria et al., 2021). Innovation orientation also allows start-ups to create customer value by addressing unmet needs, providing better solutions, or enhancing existing products or services (Cavicchioli & Kocollari, 2021). This value creation leads to customer satisfaction, loyalty, and positive word-of-mouth, essential for sustainable growth. In addition, successful innovation can drive start-up business growth. Start-ups can increase their revenue streams and achieve scalability by introducing and selling new products or services, entering new markets, or expanding their customer base (Mejía-Trejo, 2021).

Opportunity focus

Opportunity focus refers to the strategic emphasis placed on identifying, creating, evaluating, and exploiting business opportunities (Bachmann et al., 2021). It involves actively seeking and capitalising on favourable market conditions, emerging markets (Tunku Abaidah et al., 2024), customer needs, or technological advancements to create value and achieve business growth (Sun et al., 2022). According to Shepherd and Gruber (2021), the significance of opportunity focus for start-ups could be expressed in market identification, gaining a competitive advantage,

scalability, growth potential, and business model development. For market identification, opportunity focus helps start-ups identify untapped or underserved market segments (Sari et al., 2023). Conducting market research, analysing customer behaviour, and monitoring industry trends can help start-ups identify emerging needs, gaps, or niche markets that present opportunities for successful market entry and growth (Ho et al., 2022).

According to Bachmann et al. (2021), an opportunity-focused approach allows start-ups to gain a competitive advantage by being early movers in the market or offering unique value propositions; therefore, start-ups can establish themselves as innovative market leaders and differentiate themselves from established players by seizing opportunities and addressing unmet needs before their competitors do. In addition, Pitjatturat et al. (2021) reveal that an opportunity-focused mindset enables start-ups to evaluate the scalability and growth potential of various opportunities, market expansion, and long-term profitability so that they can align their resources and strategies accordingly. Crick et al. (2021) state that start-ups with an opportunity-focused approach are more likely to develop adaptable and scalable business models. Start-ups analyse market dynamics, consumer behaviour, and industry trends to identify viable revenue streams, distribution channels, and value-creation strategies. This strategic focus on opportunities assists start-ups in developing business models that can evolve and respond to changing market conditions (Sun et al., 2022).

The seven dimensions discussed comprehensively here encompass all aspects of entrepreneurial marketing as covered in the literature. Following prior research (Alqahtani et al., 2022; Bachmann et al., 2021; Eggers et al., 2020; Sahu & Panda, 2024), this thesis employs entrepreneurial marketing as a second-order construct to provide a holistic view of the fundamental construct of entrepreneurial marketing instead its dimensions. As this thesis investigates the mediating impacts of positive emotions on the relationships between

entrepreneurial marketing and start-up performance, the following subsections elaborate on the positive emotions of hope and resilience.

3.2.2 Hope

Positive psychology is a specialised field founded by Csikszentmihalyi and Seligman (2000) that addresses positive feelings and behaviours such as hope and resilience in business. Work engagement, passion, high-quality connections, high-performance teams, authentic leadership, positive change management methods, and positive emotions at work (hope and resilience) are among the areas in positive psychology that have attracted the attention of marketing and business investigators (Dubreuil et al., 2021). Therefore, based on recent trends, the positive emotions of start-up founders are worth investigating.

Start-ups typically comprise small teams, known as entrepreneurial teams, that often consist of just a few individuals (Ye, 2018). Founders are the primary decision-makers in start-ups (Ewens & Marx, 2018); therefore, when investigating start-up performance, it is crucial to consider the emotional aspects of the founders' decision-making. These emotions facilitate and speed up the recovery from problems such as team conflicts, setbacks in product development, financial difficulties, or customer dissatisfaction. Positive emotions decrease the boundaries to entrepreneurship and offer proper encouragement for start-ups to create profitable procedures (Kalogiannidis & Chatzitheodoridis, 2021), which is a relationship that has encouraged researchers of start-ups to focus on founders' capacities and emotions. Therefore, in the context of start-ups, this study considers how entrepreneurial marketing can impact hope and resilience. The research trends on the nature of hope emphasise that it is primarily a positive emotion (Budescu & Feldman, 2023). The core concepts of hope in Snyder's (1994c) cognitive model of hope are goals, pathways, and agency, which means that hopeful thinking consists of

believing one can create pathways to desired goals and muster the motivation to use those pathways (Rand & Touza, 2020).

Goals are the mental targets that direct entrepreneurs' and start-up founders' behaviours. Pathway thinking entails the perceived ability to find routes that connect the present to an imagined future (Snyder, 2002). In the hope theory, agency is the motivational component. It is a perceived motivation to use the pathways to achieve the desired goals. However, it is particularly important when it helps start-up founders apply the necessary enthusiasm to move along a pathway.

In the context of entrepreneurship, hope is an emotional response that paves the way for innovative strategies to achieve entrepreneurial goals through agency thinking (Lopez et al., 2012). The concept of hope necessitates start-up founders to devise a pathway (i.e., planning towards goals) and a successful agency (i.e., goal-directed energy) (Rego et al., 2014; Snyder, 1994a). As per Penno et al. (2022), hope serves as a driving force for start-up founders to set goals. Pathways for start-ups are the practical approaches a founder proposes to achieve their goals or resolve issues. For start-ups, agents are the motivation to develop a new idea, service, or product, and they infuse the founder with fresh energy.

Snyder et al. (1996) also identify two types of hope: state hope and trait hope. State hope is a temporary, context-specific experience of hope that arises in response to specific situations or goals. In contrast, trait hope is a stable, generalised disposition towards hopefulness that persists across different contexts, is less influenced by immediate circumstances, and allows an individual to approach goals with optimism (Snyder et al., 1996). The main difference between state hope and trait hope is their temporal nature and underlying characteristics. This study focuses on state hope in start-up founders, which aligns with previous studies for two reasons. First, state hope can measure specific hope, which is aligned with how the construct's concept

is employed in this study, while trait hope measures general hope. Second, the measure has been designed and employed by psychologists (Budescu & Feldman, 2023; Demirtas, 2021) and tested across different business contexts, such as online retailing (Fazal-e-Hasan et al., 2023) and consumer hope in digital payment (Bapat & Khandelwal, 2023), and found to have internal solid reliability.

To acknowledge the significance of hope in the business context, several studies examined the impact of hope on enhancing business performance (Bhatt & Rana, 2022; Chak et al., 2022; Kim et al., 2022). The findings of Ranjan et al. (2020) show that employees' hope positively affects consumer satisfaction by changing the levels of consumer hopefulness about the service outcome. The results of Ye et al. (2020) show that hope generated through management commitment to safety in coal mines motivated employees to exhibit positive behaviours. However, as studies on hope have primarily been carried out in large businesses (Demmer et al., 2011; Kudo et al., 2016; Mishra et al., 2016; Youssef & Luthans, 2007), empirical research is needed to examine hope in start-up founders. Aldianto et al. (2021) believe that empirical research is required to develop hope at the individual level in start-ups. Furthermore, entrepreneurs' hope has been highlighted by Peterson and Byron (2008) as one of the essential factors in the performance of start-ups. Therefore, a study on the hope of start-up founders, such as the current study, is essential.

3.2.3 Entrepreneurial Marketing and Hope

Although there is a growing interest in the role of hope in entrepreneurship and marketing (Ozyilmaz, 2020), the current research stream indicates that further investigation is required to fully understand the effects of entrepreneurial marketing on hope (Ross et al., 2021). Building on appraisal theory (Roseman & Smith, 2001), the current study argues that entrepreneurial marketing can positively impact the hope of start-up founders. If the founders perceive and

experience entrepreneurial marketing to be effective, profitable, and sufficiently robust to satisfy their outcomes, this positive evaluation will enhance hope in the founders.

There are two reasons for this justification. First, start-up founders can create anticipated or perceived value for their customers by deploying entrepreneurial marketing to establish a satisfied and loyal customer base. Founders witness or perceive their start-up's products or services being used and appreciated by customers and receive positive feedback (Hadjielias et al., 2022). This positive feedback will give the founders a perception of providing tangible and intangible benefits. According to Horneber (2022), this positive feedback and motivation can positively influence hope, as founders are energised by their work and maintain a strong belief in the potential of their start-up to achieve success. Thus, the founders who appraise entrepreneurial marketing as a source of creating value and positive feedback from customers have greater confidence in their start-ups (Nayak et al., 2018). This confidence can boost hope, as founders strongly believe that their start-ups will be successful and can make a lasting impact on the market through entrepreneurial marketing.

Second, according to Ho et al. (2022), founders have an opportunity-focused approach when employing entrepreneurial marketing. Founders with an opportunity focus often possess an optimistic mindset. They believe that opportunities exist in the market and that their start-up has the potential to capitalise on them. This optimistic outlook fosters positive feelings as founders perceive their start-up's future as promising and filled with possibilities (Qiu, 2022). Founders with an opportunity focus also tend to approach their opportunities proactively. Start-up founders with an opportunity focus often possess a deep understanding of market needs, which allows them to identify emerging trends and unmet demands. They actively seek out and seize environmental opportunities and take the initiative to create value and achieve their success (goal). This opportunistic mindset gives founders a sense of agency and control over

their start-up's future trajectory, which leads to confidence in market fit. Building on appraisal theory (Roseman & Smith, 2001), the positive feeling and evaluation of confidence in market fit make founders strongly believe that their start-up is well-positioned for success (agency). This insight enables them to develop innovative solutions that effectively address these market gaps and give them a competitive edge. They are driven by the belief that their products or services can address those needs effectively (pathway). Therefore, by having an opportunistic mindset and confidence in market fit, entrepreneurial marketing enhances founders' hope. Thus:

H1: Entrepreneurial marketing has a positive impact on the start-up founder's hope.

3.2.4 Resilience

Resilience studies are primarily conducted in a positive psychological context (Snyder et al., 2020). However, there has been much debate and controversy over what resilience is and how it is operationalised (Borge et al., 2016) in the business context, especially for start-ups. Accordingly, recent studies have tended to study resilience in business (Ciampi et al., 2018; Miles et al., 2016; Yuan et al., 2022). According to Masten and Cicchetti (2016), resilience typically refers to positive adaptations to considerable adversity or risk situations. According to the study of Santoro et al. (2021), factors that contribute to business resilience occur at individual and firm levels. Therefore, resilience could be considered at the individual level (Zaman et al., 2021) or the firm level (Ciampi et al., 2018; Miceli et al., 2021). At the firm level, a review of past studies on business resilience shows that research has been mainly carried out on large businesses (Aldianto et al., 2021).

Previous studies, like Santoro et al. (2021), have focused on team members and founders to investigate the impacts of resilience on the performance of family firms. However, there

continues to be a demand for empirical research on resilience (Aldianto et al., 2021), as the actions taken by a start-up founder.

To achieve their goals and overcome challenges such as rapid technological advancements, shifting consumer behaviour, and increased global competition (Baranowska-Prokop & Duliniec, 2020; Guerola-Navarro et al., 2022; Pratono, 2022), start-up founders must keep up with change and work hard (Fatoki, 2018). Their resilience will increase their dynamic capacity to adjust to the challenges that threaten a start-up's survival, function, or development (Masten et al., 2021). Therefore, strengthening the resilience of start-up founders will enable them to navigate better the inevitable challenges and setbacks encountered in entrepreneurial ventures. As start-ups are vulnerable to survival, the start-up founders may strive to secure day-to-day business and resist existential-threatening crises (Aldianto et al., 2021). In this line, Runyan (2006) and Miles et al. (2015) provide several aspects of start-ups that suffer in adverse situations, including higher vulnerability, reliance on other institutions, and lower readiness levels. This resilience ensures that start-ups can sustain and adapt their entrepreneurial strategies over time, leading to long-term success (Fatoki, 2018; Yousefian Arani et al., 2022). Given the importance of resilience for the start-up's success, the current study investigates how resilience can assist start-ups in using entrepreneurial marketing to improve their performance.

3.2.5 Entrepreneurial Marketing and Resilience

Adopting appraisal theory (Roseman & Smith, 2001), this hypothesis focuses on the relationship between entrepreneurial marketing and resilience. According to this theory, a positive experience caused by internal or external factors will lead to a positive emotional reflection (Roseman & Smith, 2001). Therefore, this hypothesis advocates that a positive experience of a start-up founder due to employing entrepreneurial marketing will lead to resilience. This hypothesis could be justified from two perspectives. First, start-ups can create

customer value by deploying entrepreneurial marketing (Bachmann et al., 2021). According to Nwankwo and Kanyangale (2020a), businesses must focus more on their value creation for customers because value creation can positively impact satisfaction in the start-up's customers. A deeper understanding of customers can facilitate a better understanding of customers' needs and preferences and enable start-ups to tailor their products or services to meet these needs effectively, which can increase customer satisfaction and retention (Rezvani & Fathollahzadeh, 2020). By consistently creating customer value, founders can build a loyal customer base through positive feedback that not only supports the start-up during challenging times but also contributes to higher levels of resilience, as the founders are able to rely on a stable customer base that provides ongoing revenue, feedback, and support, which further strengthens the start-up's financial position. Therefore, value creation can enhance start-up resilience by growing customer loyalty and improving the start-up's position during challenging times.

Second, the current hypothesis assumes that a positive experience of an opportunity-focused approach encourages start-up founders to seek and seize favourable opportunities actively (Yusrita et al., 2021). This opportunity-seeking mindset allows them to navigate challenges more effectively and identify alternative solutions for attaining positive outcomes. Founders with an opportunity focus are more likely to exhibit resilience when faced with setbacks or challenges (Pathak et al., 2023). They view setbacks as learning opportunities and as temporary hurdles that can be overcome. This viewpoint contributes to a higher level of resilience, as founders maintain a positive outlook and believe in their ability to navigate obstacles and achieve their desired outcomes. Accordingly, adopting appraisal theory (Roseman & Smith, 2001), the positive experiences of founders that result from value creation and opportunity focus will result in positive emotions such as resilience in the start-up founders.

H2: Entrepreneurial marketing has a positive impact on the start-up founder's resilience.

3.2.6 Start-up Performance

The rising rate of failure or exit from the market among start-ups has recently become an essential area of interest for researchers and practitioners (Bruckner et al., 2022; Julianasari et al., 2022; Wang et al., 2022). To investigate the drivers of failure in start-ups, it is vital to consider the driving factors of their low performance. Start-ups with higher performance are less likely to exit the marketplace or fail. Higher performance in start-ups means a high return on their capital, substantial revenue, higher growth rates, and attractive profit margins (Oliveira Mota et al., 2022). Therefore, in line with Sitompul et al. (2021), it is essential to understand the factors that drive performance in start-ups and how they can be improved. Focusing on these drivers can help start-ups build resilience and increase their chances of success in the highly competitive marketplace.

A few studies have examined performance from more focused viewpoints, such as innovative marketing performance (Rezvani & Fathollahzadeh, 2020), sustainable supply chain performance (Malesios et al., 2020), operational performance (Shin et al., 2015), profitability, growth, reliability, efficiency, satisfaction, and goal achievement (Sahu & Panda, 2024), marketing performance (Dhameria et al., 2021; Hidayatullah et al., 2019; Muafa et al., 2019), sensing, development, and exploitation of entrepreneurial opportunity (Polas & Raju, 2021), resilient performance (Battisti et al., 2019), and innovative performance (Hendijani Fard & Seyyed Amiri, 2018). Therefore, multiple measures could be considered when studying start-up performance. However, for a more inclusive operationalisation, Ali (2016) recommends using a combination of measures, including measures that are absolute and relative to competitors' performance measures, such as overall performance. According to Eddleston et al. (2019) and Mwenda and Obuba (2023), five factors contribute to overall performance: sales

growth, market share growth, growth in profit, job creation, and increase in profitability. The measures used in this study to assess start-up performance include overall performance.

3.2.7 Hope and Performance

This hypothesis suggests a positive relationship between a start-up founder's hope and the performance of the start-up. The broaden-and-build theory of positive emotions (Fredrickson, 2004) suggests that positive emotions broaden an individual's cognitive and behavioural repertoire and enables them to explore new possibilities, engage in creative problem-solving, and build personal resources. Therefore, building on the broaden-and-build theory of positive emotions, founders with higher levels of hope have more capacity to demonstrate a higher level of performance. Building on this theory, it is notable that when start-up founders behave with hope, thought-action repertoires will be broadened and they will ultimately build a range of interpersonal and intrapersonal psychological capabilities (Fredrickson, 2004). This notion could be arguable for two reasons. First, according to Ohlies (2018), founders with higher levels of hope are more inclined to set new objectives (goals). Their hopeful outlook encourages them to explore new strategies, experiment with novel ideas, and pursue opportunities that lead to growth and differentiation (Bhatt & Rana, 2022). Founders with high levels of hope are often highly motivated (agency) and persistent in pursuing their start-up's goals. Their hopeful mindset fuels their drive to overcome challenges and setbacks, which results in more significant effort and perseverance. This motivation and persistence can positively influence the start-up's performance by enabling the founder to stay focused, adapt to changing circumstances, and work towards achieving success (pathway). Thus, founders with higher levels of hope have more chances for potential capabilities such as defining clear goals, being motivated and energetic, thinking practically, and visualising their performance.

Second, in prior studies, hope is considered an appropriate antecedent of effective management performance (Peterson & Byron, 2008). Founders with high levels of hope are often more capable (have more cognitive and behavioural repertoire) of more effectively inspiring and engaging their teams in start-up activities. Their hopeful mindset can create a positive work environment, foster trust and collaboration, and motivate team members to perform at their best (pathway). Hopeful founders often exhibit strong leadership qualities and can inspire and motivate their teams during challenging times (Zaman et al., 2021). They provide stability, support, and direction, which can boost team morale and foster a positive work environment. The collective efforts and synergy will fuel the team to find alternative approaches and bypass obstacles (e.g., a lack of appropriate networking or personnel in start-ups), which contribute to the start-up's performance. Accordingly:

H3: Founder's hope has a positive impact on start-up performance.

3.2.8 Resilience and Performance

This hypothesis suggests a positive relationship between a founder's resilience and the performance of the start-up. Using the broaden-and-build theory of positive emotions (Fredrickson, 2004), this study proposes that positive emotions promote the exploration of new experiences, creative problem-solving, and the development of personal resources. Adopting this theory, it can be argued that when start-up founders are resilient, thought-action repertoires will be broadened and, ultimately, drive start-up founders to build a range of interpersonal and intrapersonal psychological capabilities, skills, and resources (Fredrickson, 2004) such as self-awareness and strategic thinking (Paolini, 2020). These capabilities and skills will encourage start-up founders to seek higher achievement and performance. This hypothesis can be understood from two perspectives.

First, resilient founders have positive emotions that are characterised by their broadened positive personal resources, such as the ability to adapt and be flexible in the face of changing circumstances (Miceli et al., 2021). In such changing circumstances (e.g., rapid technological advancements, shifting consumer behaviour, and increased global competition), they can quickly assess new information, adjust their strategies, and make necessary changes to meet market demands (Kumkale, 2022). Resilient entrepreneurs can also endure internal and external shocks and help their businesses to survive (Chowdhury et al., 2019). Adapting quickly to changes and taking advantage of opportunities are the resilient founders' most significant psychological resources. Learning from the past is also a remarkable feature of a resilient start-up (Santoro et al., 2021). Through resilience, entrepreneurs can manage business failures by starting a new business or developing a new product or service (Wilujeng et al., 2021). This adaptability and flexibility can positively influence the start-up performance in dynamic environments.

Second, according to Kazancoglu et al. (2022), resilient founders possess strong problem-solving and decision-making skills. They can effectively analyse complex situations, identify potential solutions, and make informed decisions under pressure (Dahlberg & Guay, 2015). This ability to navigate challenges and make sound decisions can positively impact on the start-up founders by enabling efficient problem resolution, strategic planning, and effective resource allocation. In addition, resilient founders are not easily discouraged by setbacks or failures but instead use them as learning experiences and stepping stones towards success (Battisti et al., 2019). This perseverance fosters a culture of continuous improvement that encourages innovative thinking and maintains a long-term focus on achieving higher performance. Accordingly:

H4: Founder's resilience has a positive impact on start-up performance.

3.2.9 Strategic Agility

Previous studies have consistently observed the positive impact of agility on business performance (Li et al., 2020). Doz and Kosonen (2008) suggest that applying agility principles in strategic management gives rise to a new concept: strategic agility. Strategic agility applies the principles of business agility, such as flexibility and speed, to the development and implementation of business strategy (Ahammad et al., 2021; Christofi et al., 2013; Doz, 2020). Strategic agility is a requirement for start-ups. It refers to the ability to quickly and effectively adapt strategies, tactics, and operations in response to changing market conditions, customer needs, competitive landscapes, or technological advancements (Ferraris et al., 2022). It involves being flexible, proactive, and responsive to seize opportunities and mitigate threats in a dynamic business environment (Barahmah et al., 2022). Agility is determined by the ability to respond and find an appropriate strategic direction for knowledge management (Hendriyani & Raharja, 2019).

Strategic agility plays a significant role in start-ups for several reasons. Strategic agility allows start-ups to navigate uncertainties and respond to changes in the market. Start-ups operate in rapidly evolving landscapes where customer preferences, industry trends, and competitive forces can shift quickly (Clauss et al., 2021). By embracing strategic agility, start-ups can adjust their strategies, business models, and operations to stay relevant, capitalise on emerging opportunities, and mitigate risks (Teece et al., 2016). Strategic agility also enables start-ups to identify and exploit new opportunities swiftly. Shams et al. (2021) state that start-ups that can sense market shifts and act quickly are more likely to gain a competitive advantage. By staying agile, start-ups can seize emerging trends, address customer needs, and enter new markets ahead of competitors. In addition, strategic agility helps start-ups maintain a competitive edge by responding effectively to competitive threats (Reed, 2021). To protect their market position, start-ups must monitor and understand competitors' actions. According to Gurkov and

Shchetinin (2021), with strategic agility, start-ups can adapt their offerings, differentiate themselves, and develop new strategies to counter competitive moves.

3.2.10 Strategic Agility, Entrepreneurial Marketing, and Hope

Some scholars report that entrepreneurial marketing might enhance hope (Ozyilmaz, 2020; Peterson & Byron, 2008; Ye et al., 2020). However, building on the contingency theory (Whalen et al., 2016), the interlink between entrepreneurial marketing and hope is contingent (dependent) on other internal and external circumstances that can determine the optimal course of action (Cheng & Fisk, 2022). This hypothesis suggests that the mechanism by which entrepreneurial marketing impacts on a founder's hope will be more robust when founders demonstrate higher levels of strategic agility through their directional focus, opportunistic mindset and risk management abilities.

Start-ups that apply entrepreneurial marketing often have a clear vision and direction (García-Vidal et al., 2019). This directional focus enables founders to align their strategies and resource allocation with their goals (hopeful expectations). When combined with entrepreneurial marketing, start-ups with high strategic agility are more responsive to external changes and can quickly adapt their strategies and operations to seize emerging opportunities (Ahammad et al., 2021). Strategic agility allows them to adjust their plans and actions based on changing circumstances to ensure their start-ups remain on track toward their goals. In addition, by leveraging their opportunistic mindset, start-ups can capitalise on the responsiveness of their strategic agility (Doz, 2020). Strategic agility also facilitates effective risk management, which complements the hopeful expectations of start-up founders. Further, the hopeful founders may take calculated risks to pursue their ambitious goals. Strategic agility allows them to assess and mitigate risks on time and adjust their strategies or resource allocation to minimise potential

negative impacts (pathway). This risk management capability enhances start-up founders' hope by reducing the likelihood of severe setbacks or failures.

In contrast, in start-ups with low levels of strategic agility, the relationship between entrepreneurial marketing and hope may need to be stronger. Founders with low strategic agility may need help responding effectively to market changes, adapting strategies, or capitalising on emerging opportunities. Their limited ability to translate entrepreneurial marketing strategy into agile actions may hinder founders from having hopeful expectations and actions (Barahmah et al., 2022). In addition, start-up founders who lack entrepreneurial marketing and strategic agility are less likely to have an opportunistic mindset that enables them to seek out and capitalise on favourable opportunities. They are not enthusiastic enough to identify and exploit market trends, emerging customer needs, or strategic partnerships that can contribute to their start-up's success (Brinthaup et al., 2019). This unsuccessful opportunity identification and exploitation approach limits start-up founders' hope, as it limits growth, revenue diversification, and market expansion. Accordingly:

H5: Strategic agility positively moderates the relationship between entrepreneurial marketing and founder's hope.

3.2.11 Technological Turbulence

Environmental turbulence, such as technological turbulence, constantly challenges start-ups and requires them to swiftly adapt their strategies, business models, and operations (Farid & Widjaja, 2021). Environmental turbulence refers to sudden or unpredictable changes caused by external factors such as economic recessions, new government regulations, or disruptive technologies (Arifiani et al., 2022). For example, a sudden shift in consumer preferences or a new competitor entering the market can create instability for businesses (Hilal & Tantawy, 2022; Wong, 2014; Becherer & Helms, 2016). To support this idea, Zhu and Zhang (2018) explored the critical role that environmental uncertainty plays in driving the performance of

start-ups. Start-ups in such environments are constantly pressured to respond quickly to transforming conditions. Yasir and Majid (2017) reveal that environmental uncertainty can occur due to various factors, such as technological turbulence. Therefore, this study considers the impacts of technological turbulence on start-ups.

To survive in a technologically turbulent environment, start-ups must overcome technological challenges. They must invest in continuous learning (Altinay et al., 2016), partner with tech experts, adopt scalable and flexible technologies and stay agile to adapt quickly to new developments (Shams et al., 2021). They must also be proactive and agile in their adoption of technological changes. They must innovate continuously and manufacture products that are different from those of their competitors (Puriwat & Hoonsoopon, 2021), and their environment must be appropriately managed (Wanasida et al., 2021). As the studies demonstrate, rapid technological advancements in fields such as artificial intelligence, blockchain, and cybersecurity issues have created many technological and market challenges for start-ups worldwide (Farid & Widjaja, 2021; Jaroslaw, 2021; Salamzadeh & Dana, 2020). However, studies show resilient start-up founders can overcome such challenges during a crisis (Walsh, 2020). Therefore, this thesis considers technological turbulence as a moderator in the relationship between entrepreneurial marketing and resilience in the start-up context.

3.2.12 Technological Turbulence, Entrepreneurial Marketing, and Resilience

The hypothesis suggests that the relationship between entrepreneurial marketing and the resilience of start-up founders is contingent on technological turbulence. Applying the contingency theory (Whalen et al., 2016), the impact of entrepreneurial marketing on the resilience of start-up founders will vary depending on the degree of technological turbulence and lead to the following potential scenarios.

In environments with higher technological turbulence, resources become scarcer, more unpredictable, or subject to rapid changes, which makes it challenging for start-ups to secure the necessary support for growth and innovation (Sajjad et al., 2022). Resilient start-ups would find it more challenging to recover from setbacks, adapt, and reallocate resources in a more turbulent environment. Other challenges of higher uncertainty include finding alternative solutions and leveraging the start-up's resourcefulness to overcome resource constraints (Pratono, 2022). In highly turbulent environments, the positive relationship between entrepreneurial marketing and the founder's resilience becomes more critical, as the founder's resilience enables start-ups to navigate resource challenges and survive. In addition, in a more technologically turbulent environment, start-ups must adapt their skills to match the changing environment (Capatina et al., 2024). In line with Arifiani et al. (2022), start-ups need to update their digital knowledge, communication tools, strategic planning, and marketing skills at a high level of technological uncertainty. Start-ups with updated skills and technology can convert the threats of turbulence into opportunities and utilise new challenging situations for higher achievement. The main feature of successful start-ups is more skills and capabilities (e.g., entrepreneurial marketing) for complex situations and resilience against turbulent conditions.

Conversely, start-ups operating in lower technologically turbulent environments may experience a more substantial positive impact of entrepreneurial marketing on resilience. Entrepreneurial marketing would simplify navigating resource constraints and adapting to rapidly changing conditions. Resilient start-ups need the ability to bounce back from setbacks and embrace change, and they find it easier to adapt to changes, seize opportunities, and mitigate risks when technological turbulence is low (Lengnick-Hall & Beck, 2016). The ability to adjust proactively can be developed in start-ups through entrepreneurial marketing. Therefore, the positive relationship between entrepreneurial marketing and resilience becomes

more pronounced in lower turbulent environments, as entrepreneurial marketing enables start-ups to respond effectively to environmental changes and remain resilient. Accordingly:

H6: Technological turbulence negatively moderates the relationship between entrepreneurial marketing and the start-up founder's resilience.

3.3 Conclusion

This chapter reviewed the appraisal theory, the broaden-and-build theory, and the contingency theory, which were used as the underpinning theories in this study. The second section presented the hypotheses for a range of relationships while reviewing the literature on entrepreneurial marketing and its dimensions, the positive emotions of hope and resilience, and start-up performance. Furthermore, strategic agility and technological turbulence were presented as moderators for the hypothesised relationships.

CHAPTER FOUR: RESEARCH METHODOLOGY

Chapter Four discusses the research paradigm and philosophical perspective. It also explains the criteria for selecting the research method and details the construct measures, sample, context, and data collection procedures.

4.1 Philosophical Perspective

This thesis tests the underlying theories from a positivist philosophical perspective using quantitative analysis to develop a set of theories and test hypotheses (Lee & Lings, 2008; Lincoln & Guba, 2000). In line with Neuman (2011), the research questions are exploratory and the hypotheses are predefined. Within the positivist paradigm, statistical methods are the most popular way to analyse the data and relationships between conceptual framework constructs (Cavana et al., 2001) and support or reject the hypotheses. Based on Cavana et al. (2001) and Neuman (2011), surveys and experiments that used a positivist approach were used to collect data to obtain individuals' viewpoints.

4.2 Methods

Williams (2007) states that three quantitative methods are widespread and common: observational methods, surveys, and experimental designs. The current thesis employed two methods for data collection: survey and experimental design. The survey-based approach is considered appropriate for examining the existing relationships among the constructs. Using a survey for this research has several advantages: cost-effectiveness, flexibility, efficiency, and the ability to collect large amounts of data for statistical analysis (Fowler, 2013; Queirós et al., 2017). In addition, consistent with Kim et al. (2023), experimental design is used to check the survey findings on the causality between the constructs. Building on the recent streams in entrepreneurial marketing studies, the combination of the two methods empowers and increases the credibility of the results of this study. This arrangement of methods also offers insight into

the study and provides reliable knowledge about entrepreneurial marketing within a positivist paradigm.

This study chose a survey to establish the nomological network of related constructs. This study also employed experiments to investigate the causality between hope and resilience and start-up performance. The logic for choosing these constructs is that they have unstudied causal relationships in the start-up context. Experiments are also crucial for testing the direct effects of hope and resilience on start-up performance and providing more reliable insights into their causal relationships. The literature review provides some evidence of the causality between hope and performance (e.g., Cavanaugh et al., 2011; Woodman et al., 2009) and resilience and performance (e.g., Macdonald et al., 2018; Young et al., 2017); however, no studies have been conducted in entrepreneurship, marketing, or entrepreneurial marketing contexts. In addition, no prior study has employed experiments to establish the causality between hope, resilience, and performance in start-ups. The decision to adopt a purely quantitative approach was guided by the study's aim to examine the relationships between entrepreneurial marketing, positive emotions (hope and resilience), and start-up performance across a broader sample. A quantitative method allows for the statistical testing of hypotheses, identification of patterns, and generalisability of findings, essential for establishing empirical trends and associations (Martin & Bridgmon, 2012). While qualitative insights, such as in-depth interviews with start-up founders, could provide valuable context and depth, this study focused on measuring and analysing variable relationships in a systematic and replicable manner. The structured nature of the survey method also supports the use of validated scales to measure psychological constructs and performance outcomes (Stantcheva, 2023).

4.3 Survey and Experiment Instruments

For the survey (Study 1) and experiments (Study 2), start-up founders (respondents) were asked to complete a four-section questionnaire. The first section covered some fundamental questions for including or excluding respondents based on the research objectives. The second section comprised items of the six primary constructs that underlie the proposed theoretical framework. In the third section, two causality experiments were employed, each with four sections: priming, manipulation, scenario, and ending survey.

In the experimental design, manipulation of hope and resilience was achieved (as reflected in Appendix Three) by temporarily enhancing these emotional states. This approach follows established protocols to induce changes in participants' psychological states, supporting causal inference (Fazal-e-Hasan et al., 2025). The fourth section asked questions about the demographic information of the start-up founder (gender, age group, education, and location) and the firmographic information of the start-ups (age measured in years since foundation and type of industry).

Given the relevance of experts and research expertise (Lee & Lings, 2008), a three-member panel of experts and supervisors considered the items in the instruments. The experts who judged the items deemed the adapted survey items and experiment content appropriate. Also, the experts were asked to give feedback on the relevance of the questions and their interpretations of the constructs in the survey and experiments. The phrasing, content, sequencing, and physical characteristics in the survey and experiments were assessed in consultation with the experts. The survey and experiments are provided in Appendix Two and Appendix Three, respectively. Three test questions were included in the questionnaire to test the validity of the responses.

4.4 Measurements

The conceptual framework used in the research must include measures for each variable. Reviewing previous literature on marketing and entrepreneurship assists in determining the measurements. In line with Hilal and Tantawy (2021), Hulland et al. (2018), and Pitjatturat et al. (2021), the current thesis employed, to the extent possible, well-established scales, measurements, and instruments for the survey or experimental designs to predict, test, and infer relationships between constructs. The constructs used in the current thesis were entrepreneurial marketing, hope, resilience, strategic agility, technological turbulence, and start-up performance. The study assumes that hope and resilience can be measured objectively through standardised psychometric instruments validated in prior research (Fazal-e-Hasan et al., 2023; Hamsal et al., 2022). Specifically, well-established scales were used to capture these constructs, allowing for consistency, reliability, and comparability across respondents. However, it is acknowledged that emotions are inherently subjective and context-dependent. While standardised measures offer a structured way to quantify these constructs, they may not fully capture the nuances of how individual entrepreneurs experience or express hope and resilience.

In line with the elaboration of Jarvis et al. (2003) on types of measurements, entrepreneurial marketing is a formative-reflective variable. Following Alqahtani et al. (2022), Bachmann et al. (2021), Eggers et al. (2020), and Sahu and Panda (2024), this thesis used entrepreneurial marketing as a second-order construct (with its seven dimensions). Using second-order variables in research can offer distinct advantages over first-order variables in specific contexts such as start-ups. Second-order variables often provide a deeper understanding of complex phenomena like entrepreneurial marketing–performance relationships (Zhao et al., 2015). They allow researchers to understand better underlying mechanisms, relationships, and interactions within a construct like entrepreneurial marketing, as by capturing higher-level constructs or latent variables, second-order variables can unveil hidden patterns or relationships that may not

be apparent when examining first-order variables (Liao et al., 2023; Zhao et al., 2015). For example, second-order variables such as entrepreneurial marketing strategies in start-up research can elucidate the underlying dynamics among various dimensions of entrepreneurial marketing and offer a more holistic perspective that can potentially reveal novel insights that could reshape our understanding of entrepreneurial marketing. This is particularly helpful in areas like marketing and entrepreneurship, where many factors interact to influence features such as start-up performance. Also, integrating entrepreneurial marketing as a second-order variable empowers this research to construct a more comprehensive framework that advances our understanding of complex relationships between entrepreneurial marketing and start-up performance. This framework can lead to more effective marketing strategies for start-ups to improve performance.

As discussed in Chapter Three, even with broad discussions of entrepreneurial marketing across different disciplines, Sarwoko and Nurfarida (2021) state that no universally agreed-upon and standardised scale has been developed to measure the construct of entrepreneurial marketing and its dimensions. Several studies have proposed different dimensions of entrepreneurial marketing based on their context and theorisation, such as Arshi et al. (2023), Bachmann et al. (2021) and Becherer and Helms (2016). Following Bachmann et al. (2021), this thesis applies seven entrepreneurial marketing dimensions. These dimensions are value creation, pro-activeness, resource leveraging, customer intensity, risk-taking orientation, opportunity focus and innovation orientation.

All other constructs in this research are first-order variables that are used only for reflective measurements. Following Jon and Stanley (2010), all items of the construct in the survey and the experiments of the current study were scaled using 5-point Likert scales ranging from strongly disagree (1) to strongly agree (5). The rating scale was used in this study to tap into all

constructs of the conceptual framework. Randomisation was also performed to arrange the items of each construct (Fowler, 2013). Drawing on Bachmann et al. (2021), a self-report rating is widely used to measure variables. The items were adapted to suit the start-ups in the context of this research. A brief overview of all measurements used is presented in Table 4.1, including the seven dimensions of entrepreneurial marketing. The table includes the constructs, their references, the number of items, the definition, and the adapted items of each construct.

Table 4.1: Summary of Measurements

#	Measure	Scales adopted from	No. of items	Definition as adapted from the scale	Code	Questions adopted for survey
1.	Value creation	Bachmann et al. (2021)	7	Adopting all customer resources in a specific way creates value by realising value from the customers' perspective.	VC	1. At my start-up, we provide exceptional service to create value for our customers. 2. At my start-up, we excel at creating value for our customers through our products and services. 3. My start-up's pricing structure is designed to reflect the value created for customers. 4. My start-up integrates business functions to serve the target market's needs better. 5. In my start-up, the managers have a clear understanding of how employees can contribute to creating value for our customers. 6. Providing value for customers is the most important thing my start-up does. 7. Our operations and decision-making are driven by the values of our start-up, which are focused on prioritising customer benefits.
2.	Pro-activeness	Bachmann et al. (2021)	4	Proactive start-ups shape their environment to their advantage by actively creating business opportunities rather than reacting to circumstances.	PA	1. My start-up always looks for better ways to do things. 2. My start-up identifies opportunities for growth. 3. My start-up excels at turning challenges into growth opportunities. 4. My start-up is proactive when opportunities arise.
3.	Resource leveraging	Bachmann et al. (2021)	5	Resource leveraging ensures that limited resources cannot constrain start-ups by borrowing, sharing, bartering, or renting the required resources.	RL	1. My start-up has leveraged networking to gain a competitive edge. 2. My start-up can be leveraged by sharing the resources. 3. My start-up always does more jobs with fewer resources. 4. We always manage to gather the necessary resources to accomplish our tasks. 5. In my start-up, we give our team the authority to finish the job on time.
4.	Customer intensity	Bachmann et al. (2021)	6	Developing products and services and employing innovative approaches for creating, building, and sustaining relationships that meet the voiced needs of customers.	CI	1. My start-up focuses on customer satisfaction. 2. My start-up's objectives are driven by customer care. 3. My start-up pays close attention to customers' after-sales service. 4. My start-up's employees strive to create innovative customer relationships. 5. In my capacity, I closely monitor my start-up's commitment to serving customers. 6. The goal of increasing customer value drives my start-up strategies.

#	Measure	Scales adopted from	No. of items	Definition as adapted from the scale	Code	Questions adopted for survey
5.	Risk-taking orientation	Bachmann et al. (2021)	3	Firms' involvement in large-resource commitment, incurring uncertainty to obtain high returns by seizing opportunities in the marketplace.	RT	1. My start-up prefers taking risks to seize opportunities. 2. My start-up is willing to take risks when we think it will benefit the start-up. 3. My start-up takes previously estimated risks.
6.	Innovation orientation	Bachmann et al. (2021)	4	Start-ups have a creative tendency to engage in experimentation, which results in new products, technological processes, or services.	IO	1. My start-up uses innovative approaches to do the job more efficiently. 2. Being innovative is a competitive advantage for my start-up. 3. My start-up tends to be more innovative than most direct competitors. 4. My start-up has a culture that promotes innovation.
7.	Opportunity focus	Bachmann et al. (2021)	4	Opportunity-focused start-ups systematically scan the environment to identify gaps in product and service offerings in their environment that competitors have not yet noticed.	OF	1. My start-up is exploring opportunities beyond our current customers and markets. 2. My start-up is good at recognising and pursuing opportunities. 3. I would characterise my start-up as opportunity-driven. 4. My start-up will do whatever it takes to pursue a new opportunity.
8.	Hope	Snyder et al. (2007)	8	The perceived capability in emotional mechanisms is to derive pathways to desired goals (i.e., plans) and motivate oneself via agency thinking to use those pathways (i.e., goal-directed energy).	HP	1. I can think of many ways to get my start-up out of the crisis. 2. I energetically pursue my start-up's goals. 3. There are lots of ways around any problem my start-up faces. 4. I can think of many ways to get the things in life that are important to my start-up. 5. Even when others get discouraged, I know I can find a way to solve my start-up's problems. 6. My past experiences have prepared my start-up well for the future. 7. I will be pretty successful in managing my start-up. 8. I am confident that I will meet my start-up's goals.
9.	Resilience	Santoro et al. (2020)	4	The ability of a business to return to a stable state after a disruptive condition.	ER	1. I am actively looking for ways to overcome the losses of my start-up. 2. I positively deal with difficult situations faced by my start-up. 3. I look for creative ways to overcome the crisis my start-up may face. 4. Regardless of what happens, my start-up can control its reaction.
10	Strategic agility	Kurniawan et al. (2020)	6	Strategic agility is the mechanism a business takes to administer unexpected changes and risks and, therefore, improve the business's competitiveness.	SA	1. My start-up's strategy is to customise a product or service to suit customers quickly. 2. My start-up reacts swiftly when competitors launch a new product or service.

#	Measure	Scales adopted from	No. of items	Definition as adapted from the scale	Code	Questions adopted for survey
						3. My start-up introduces a new pricing schedule in response to changes in competitors' prices. 4. If needed, my start-up will expand into new markets. 5. My start-up's strategy is to adopt new technologies quickly to produce better products or services. 6. My start-up adopts new and suitable business models to meet customers' changing requirements.
11	Technological turbulence	Chen et al. (2015)	4	The rate and unpredictability of change associated with technology used to develop new products in an industry	TT	1. My start-up operates in an industry where technology is rapidly changing. 2. The technology continuously evolves in my start-up's business environment. 3. Rapid technological changes in our business environment cause some challenges for my start-up. 4. The technology in my start-up product is evolving rapidly.
12	Start-up performance	Eddleston et al. (2019)	4	The perceived performance of start-up over the last three years in comparison to other competitors	TP	1. My start-up has created jobs for people. 2. My start-up has enjoyed a consistent growth in sales. 3. My start-up's market share has increased in recent years. 4. My start-up has enjoyed growing profit in recent years.

Value creation

After adapting to the start-up context, this study measures value creation using a scale with seven items developed by Bachmann et al. (2021). A sample item from the scale reads, “At my start-up, we provide exceptional service to create value for our customers”. Cronbach’s alpha for this construct in this study is 0.907.

Pro-activeness

The current study measures pro-activeness using a four-item scale developed by Bachmann et al. (2021) and adapted for the start-up context. A sample item from the scale reads, “My start-up always looks for better ways to do things”. Cronbach’s alpha for this construct in this study is 0.842.

Resource leveraging

The five-item scale of Bachmann et al. (2021) measures resource leveraging in the current study after being adapted for the start-up context. A sample item from the scale reads, “My start-up has leveraged networking to gain a competitive edge”. Cronbach’s alpha for this construct in this study is 0.937.

Customer intensity

The current study measures customer intensity using a six-item scale developed by Bachmann et al. (2021) and adapted for the start-up context. A sample item from the scale reads, “My start-up focuses on customer satisfaction”. In this study, Cronbach’s alpha for this construct is 0.904.

Risk-taking orientation

After adapting to the start-up context, this study measures risk-taking orientation using a scale with three items developed by Bachmann et al. (2021). A sample item from the scale reads, “My start-up prefers taking risks to seize opportunities”. Cronbach’s alpha for this construct in this study is 0.807.

Innovation orientation

The four-item scale of Bachmann et al. (2021) measures innovation orientation in the current study after being adapted for the start-up context. A sample item from the scale reads, “My start-up tends to be more innovative than most direct competitors”. Cronbach’s alpha for this construct in this study is 0.837.

Opportunity focus

The current study measures opportunity focus using a four-item scale developed by Bachmann et al. (2021) and adapted for the start-up context. A sample item from the scale reads, “My start-up is good at recognising and pursuing opportunities”. In this study, Cronbach’s alpha for this construct is 0.814.

Hope

As this study measures founders’ hope regarding their start-ups, it considers state hope. State hope in this study is measured by employing a scale with eight items developed by Snyder (1994a) and adapted to the start-up context. This scale has been widely employed in the behavioural literature of the business context (e.g., Nguyen et al., 2021; Thompson-Whiteside et al., 2018). A sample item from the scale reads, “I can think of many ways to get my start-up out of the crisis”. For this construct, Cronbach’s alpha is 0.892.

Resilience

Santoro et al. (2020) adopted a four-item resilience scale. For the current study, the items were adapted to reflect the start-up founders’ resilience to suit the research context. A sample item for this scale reads, “Regardless of what happens, my start-up can control its reaction to it.” In the original study, Cronbach’s alpha for this construct is 0.846.

Strategic agility

This study utilised six items connected to the essence of strategic agility to measure this construct, consistent with Kurniawan et al. (2020). The sample item is “If needed, my start-up will expand into new markets”. Items are slightly modified to reflect the start-up’s strategic agility. In this study, the measure possesses good reliability of Cronbach’s alpha, which is 0.850.

Technological turbulence

The thesis adopted Chen et al. (2015) and employed the four-item scale for measuring technological turbulences. The original items were modified to reflect the start-ups’ context. The sample item is “My start-up operates in an industry where technology is rapidly changing”. Cronbach’s alpha of technological turbulence is 0.861, which shows that this item is reliable.

Start-up performance

This study adopted four Eddleston et al. (2019) items to measure start-up performance. A sample item from the scale reads, “My start-up has enjoyed a consistent growth in sales”. The measure possesses good reliability, with a Cronbach’s alpha of 0.900.

4.5 Sampling Procedure

According to Bryman and Bell (2007), in most research projects, sampling decisions are influenced by cost and time considerations. The theoretical framework should also be considered when determining the sampling procedure, sample size, and data collection process (Tashakkori & Teddlie, 2003; Teddlie & Yu, 2007). Purposive sampling, or judgment sampling, was employed in this study. Purposive sampling is the deliberate choice of a set of respondents (e.g., start-up founders) due to the possession of specific qualities (e.g., detailed knowledge of their start-ups) (Campbell et al., 2020; Etikan et al., 2016). The inclusion criteria for this study were that participants must be over 18 years of age, the start-up must have been established

within the last six years, and be a founder, manager, employee, or sole trader involved in creating the start-up.

The inclusion criterion of respondents needing to be 18 and over was added because the terms strategic agility, technological turbulence, and entrepreneurial marketing are considered too complex for minors to understand (Becker & Endenich, 2022; Beyhan & Findik, 2022). Additionally, individuals 18 and older are more likely to have the maturity and business start-up experience necessary to provide meaningful insights. Therefore, mature adults were needed for the current research. Also, the start-up must have been established within the past six years. Limiting the time frame (e.g., a six-year time frame for establishing the start-up) helps to ensure consistency in start-ups and the quality of collected data in the research context (Pathak et al., 2023). Start-ups established within the last six years are more likely to have been influenced by similar market trends, technologies, and economic, regulatory, and environmental conditions (e.g., in Australia), which makes the data more pertinent to contemporary issues and dynamics in the start-up ecosystem (Fielke et al., 2023). Furthermore, the initial years are crucial for start-ups as they often define the business trajectory, which makes it essential to understand the factors that have contributed to their success or failure (Santisteban et al., 2021). The third criterion is that the participants must be a start-up founder, manager, employee, or sole trader who has established (or impacted on the establishment of) a start-up, as they are the most knowledgeable about their start-up operations and the markets they operate within (Oliva & Kotabe, 2019). It is noteworthy that the same individuals participated in both the experiments and the surveys. This approach provides a more cohesive dataset, allowing for more robust conclusions (Creswell & Clark, 2017). Inclusion criteria were established to ensure relevance to the study context, including prior involvement in start-up activities or formal business education. Internal validity was further ensured through random assignment of participants to experimental conditions and the use of standardised scenarios. While full blinding was not

applicable due to the nature of the stimuli, instructions were carefully designed to minimise bias (Shadish et al., 2002). Moreover, validated psychometric instruments were used to measure constructs such as hope and resilience, and procedures were piloted to confirm clarity and consistency.

To minimise selection bias and enhance the consistency of responses, the study included only start-ups established within the past six years and individuals over 18 (Pathak et al., 2023). This controlled for variability due to generational or economic shifts and ensured respondents had sufficient maturity and exposure to the contemporary start-up environment. Additionally, the sample size of 311 meets the recommendations in marketing literature for producing reliable findings, which supports the representativeness of the data and reduces the risk of skewed outcomes.

With regard to sample size, the extant marketing literature suggests that a sample between 250 and 500 provides reliable findings (Mishra & Gupta, 2019; Verma et al., 2019; Verma & Chandra, 2018; Yadav et al., 2019). Thus, the sample size of 311 respondents in a survey is assumed to be suitable for further analysis in this thesis. For the experiments, where participants were divided into Group A (a high degree of hope or resilience) and Group B (a low degree of hope or resilience), the sample size of 311 is considered sufficient (159 for Group A and 152 for Group B).

4.6 Context

The constructs and hypotheses of the current research were tested in Australia. The first reason for the selection of this context is that SLR findings demonstrate that only three studies (Attuahene-Gima & Ko, 2001; Jenson et al., 2020; Mort et al., 2012) have considered entrepreneurial marketing and performance in Australia. However, Australian start-ups have yet to be investigated. The second reason is that during the last few years, Australia has fostered

a supportive start-up ecosystem through government initiatives, venture capital investments, and incubator/accelerator programs. In Australia, for example, the National Innovation and Science Agenda (Fielke et al., 2023) was implemented to focus on investment in innovation, research collaboration, and improved access to capital for start-ups. Also, different education sectors, including universities and educational institutions in Australia (e.g., ACU, Western Sydney University, and University of Technology Sydney), have vibrant start-up communities that offer access to mentorship, funding, and networking opportunities. Nevertheless, according to the *CEOWORLD* magazine's annual assessment (CEOWORLD, 2024), Australia is placed 14th among the 62 most start-up friendly countries after countries like the US, the UK, India, and Malaysia. Therefore, opportunities for advancement in this competition are considerable, mainly through a heightened exploration of start-up performance.

4.7 Data Collection

The collection of the data in Australia was achieved through the Qualtrics online platform (Douglas et al., 2023). Qualtrics is highly regarded for its reliability due to its robust data security measures and consistent performance across diverse research applications (Belliveau et al., 2022). Additionally, its comprehensive survey design and data analysis tools ensure accurate and dependable results, which make it a trusted choice for researchers (Douglas et al., 2023). The eligibility criteria required participants to be at least 18 years old, be a founder, manager, employee, or sole trader involved in creating the start-up, and to have established the start-up within the last six years in Australia. Before collecting the final data, two runs of soft launches were designed to deploy and evaluate the study in real-world settings, with 30 participants recruited for each run.

The initial dataset from the Australian start-ups (450 respondents) exhibited some incomplete responses, so the collected data were revised and cleaned before analysis. The cleaning process involved removing inappropriate responses or substituting missing data. In the initial dataset,

the researcher rechecked for outliers and then made the following adjustments: first, the removal of cases that exhibited no variation in responses; second, the removal of responses with missing data; and third, amendment of the data entry when it was incorrect. Following prior studies (Acock, 2005; Madley-Dowd et al., 2019; Weaver & Maxwell, 2014), this study removed any case with missing data from the data file to ensure the quality of the research. The final number of applicable respondents after completing this process was 311 cases. The Qualtrics online platform provided the briefing process, the consent form, and the information sheet in Australia. Qualtrics coordinators were given the survey and experiments, along with the selection criteria of start-ups and a description of the topic, aim, and scope of the project and the data collection procedures.

4.8 Tools and Techniques for Data Analysis

The researcher employed some statistical tools to empirically test a series of hypotheses and the research model that was developed for the present study. In this thesis, SPSS 26 was used for descriptive data and reliability (Cronbach's alpha). In addition, the validity and reliability (composite reliability) of the research model, structural model, and indirect effect were tested using the software package Analysis of Moment Structures (AMOS) 26. Further, this study used fsQCA 3.0 software to identify the configuration that predicted start-up performance.

4.9 Research Ethics

Before beginning data collection, an online application for ethics approval was prepared on the university portal. The application was submitted to the Australian Catholic University Human Research Ethics Committee (ACU HREC). After receiving official approval on 1 August 2023, the ethical guidelines that the committee highlighted were carefully taken on board throughout the study. The survey and experiment participants were thoroughly informed about the research processes, and the respondents were also informed that they could leave the survey and experiments anytime. The survey and the experiment never asked respondents about their

personal information, such as their names, addresses, or any sensitive information not required for this research.

4.10 Conclusion

This chapter provided an in-depth description of the methodology used in the current study. Therefore, this chapter elaborates on the methodology, initial measurement issues, the research context, the sampling frame, questionnaire development, and data collection. Following the standpoints of Cavana et al. (2001), Lee and Lings (2008), and Lincoln and Guba (2000), the current thesis adopted positivism as the fundamental paradigm and the research was designed as a quantitative study. Four focal constructs and two moderating variables were measured through two experiments (study 2) and a survey (study 3) with start-up founders as the participants. The research adopted self-administered surveys and used an online survey platform (Qualtrics) in Australia to collect data.

CHAPTER FIVE: ANALYSIS AND RESULTS

This chapter presents an overview of the two experiments (Study 2) and the survey (Study 3) that were employed to evaluate the conceptual framework. To investigate the causal relationships among the constructs, the experiments employed the independent samples t-test. The outcomes of the experiments are succinctly summarised in this chapter. Following the verification of causality through the experiment, a two-phase SEM approach was employed in line with the methodology outlined by Gerbing and Anderson (1988) to assess the proposed model further. This procedure establishes a robust foundation for drawing meaningful conclusions about the constructs and their relationships within the proposed research model.

5.1 Sample Demographics

The eligibility criteria stipulated that the participants had to be at least 18 years old, be a founder, manager, employee, or sole trader involved in establishing the start-up, and have established the start-up in the last six years in Australia. These screening questions were asked at the commencement of the survey. The participant pool comprised predominantly females (60.5%). The most common age of participants fell within the 35–44 year range (30.9%). The diverse demographic characteristics of the sample confirmed that the study achieved a comprehensive representation of demographics, as reflected in Table 5.1. The recruitment of participants (N=311) was conducted using the Qualtrics survey platform. To conduct the experiments, the participants were randomly assigned to Group A (N=159) and Group B (N=152) for each experiment. Group A in Experiment 1 was labelled Group 1A, and Group B in Experiment 1 was labelled Group 1B. Both groups were presented with two scenarios, each followed by a series of questions where the answers were rated on a 5-point Likert scale.

Table 5.1: Sample Demographics

Demographic	Item	Frequency	Percentage
Gender	Male	123	39.5
	Female	188	60.5
Age	18–24	21	6.8
	25–34	87	28.0
	35–44	96	30.9
	45–54	69	22.2
	55–64	27	8.7
	65–74	10	3.2
	75–84	1	0.3
	85 or older	0	0
Education	Grade 10 or lower	8	2.6
	High school	48	15.4
	Diploma/certificate	65	20.9
	Bachelor or equivalent	139	44.7
	Master or equivalent	42	13.5
	PhD or equivalent	9	2.9
Industry type	Retail	65	20.9
	Hospitality	33	10.6
	Healthcare	37	11.9
	Transportation	11	3.5
	Travel	7	2.3
	Entertainment	9	2.9
	Sports	6	1.9
	Financial services/banking	26	8.4
	Personal services	31	10
	Other	86	27.7
Marketing experience	No experience	31	10
	Less than three years	54	17.4
	3–5 years	104	33.4
	6–8 years	47	15.1
	9–11 years	27	8.7
	12–15 years	13	4.2
	15 years or over	35	11.3

5.2 Study 2: Experimental Design

Experimental designs can improve other research strategies (e.g., surveys) by providing a robust framework for establishing causal relationships and enhancing the reliability of survey findings (Kim et al., 2023). Experimental designs allow researchers to manipulate variables and control conditions to identify cause-and-effect relationships more precisely than is possible with observational methods alone (Macdonald et al., 2018). Therefore, two experiments were conducted to test the causality of constructs. Two hypotheses (H1 and H2) were examined using an independent samples t-test on IBM SPSS version 26. Experiment 1 aimed to examine the

hypothesis that hope has the potential to either enhance or diminish start-ups' performance, and Experiment 2 explored the impact of resilience on start-ups' performance.

In the experimental phase of the study, priming techniques were used to manipulate participants' levels of hope and resilience. Specifically, participants were randomly assigned to either a high or low condition group for each emotion. For hope, participants in the high-hope condition were asked to recall and write about a past experience where they successfully overcame a significant entrepreneurial challenge and felt confident about achieving a future goal. This technique draws on validated hope priming protocols used in prior psychological experiments (e.g., Feldman & Kubota, 2015). In contrast, participants in the low-hope condition were asked to recall an experience where they felt uncertain or discouraged about achieving a goal.

For resilience, the manipulation involved recalling and describing a past situation in which they either bounced back quickly after a failure (high resilience) or struggled to recover from a setback (low resilience). This reflective manipulation is based on established priming methods that activate resilience-related cognitive frameworks (Tugade & Fredrickson, 2004).

Following the priming activity, standardised psychometric scales were used to measure both hope and resilience to confirm the effectiveness of the manipulations. Reliability and validity metrics (e.g., Cronbach's alpha, factor loadings) were reported in the results section to confirm internal consistency and construct validity.

5.2.1 Experiment 1: Hope and Performance (Group 1)

To prime the participants, a scenario was provided to each group. For Group 1A (high hope scenario), the priming section was as follows: *"Imagine you are the founder or manager of a start-up and you are facing a difficult situation, such as a financial crisis. You always devise multiple ways to develop and implement solutions"*. Then, they were asked to write down two

benefits of devising multiple solutions while facing difficult situations. Afterwards, they were asked to show their thoughts about devising multiple solutions to help the start-up escape trouble. This scenario section used a 5-point Likert scale (ranging from 1 = strongly disagree to 5 = strongly agree). Higher average values close to 5 indicated a stronger inclination towards implementing various solutions, while lower values close to 1 indicated a lower inclination.

In the next section of the experiment, to manipulate respondents, they were given the following scenario: *“As the founder or manager of a start-up, your financial consultant has advised you to seek out several business partners. The suggestion was made in light of the challenging market conditions that have arisen due to the impact of COVID-19 on your start-up’s financial situation. The consultant believes that finding multiple business partners will help improve the performance of your start-up. You are eager to pursue this recommendation and have developed several robust plans to find suitable partners. You are confident that collaborating with business partners will help you strengthen your position in the market”*. After reading the scenario, participants were asked to check the level of performance in their start-ups using a 5-point Likert scale.

In the low-hope scenario, participants assigned to Group 1B were asked to imagine a severe situation similar to that provided to Group 1A. They were invited to imagine that as the founder or manager of a start-up, they were in a difficult situation (e.g., financial crisis). However, in this scenario they were only keen to develop new solutions and preferred a status quo once the problem was resolved. They were also requested to provide two benefits in line with their given position. Afterwards, to check manipulation, they were asked to share their thoughts on how sticking with the current situation rather than creating different solutions can help the start-up overcome difficulties. To this end, a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree) was used. Higher average values close to 5 indicated a stronger inclination towards

following current strategies, while lower values close to 1 indicated a lower inclination to current solutions.

In the next section of the experiment, the following scenario was given to these respondents to manipulate them: *“You are the founder or manager of a start-up. Your financial consultant has suggested that you find a new business partner. This suggestion has been made due to the market circumstances impacting the start-up’s financial situation after COVID-19, and the financial consultant thinks that finding a new business partner will help you improve your start-up performance. However, you are not willing to devise several new plans to find business partners. You prefer a status quo and stick with existing solution(s) while facing challenging situations, believing it still helps start-ups come out of difficult conditions. You acknowledge that business partners can improve your position in the market without collaboration with business partners. This collaboration is less likely to improve your position in the market”*. Consequently, participants were encouraged to express their views regarding the performance of their start-ups. To this end, a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree) has been used.

The results of an independent samples t-test indicated that priming and manipulation of the hope worked. The analysis revealed a significant effect of hope on the performance of start-ups ($t = 3.692$, $p = 0.000$). Participants exposed to the high-hope scenario reported significantly higher performance levels ($M = 3.9308$, $SD = 0.58184$) than those in the low-hope scenario ($M = 3.6645$, $SD = 0.68818$). These findings support the initial hypothesis that higher hope positively influences the performance of start-ups.

5.2.2 Experiment 2: Resilience and Performance (Group 2)

This experiment aimed to investigate the potential influence of resilience on the performance of start-ups. A brief scenario was provided to Group 2 to prime the participants. For Group 2A

(high-resilience scenario), the priming section was as follows: *“Imagine that you are the founder or manager of a start-up facing an extreme crisis. You tell your colleagues they can bounce back by adapting to challenging circumstances”*. Then, they were asked to write down two benefits of adaptability while facing difficult circumstances. Afterwards, they were asked to show how bouncing back by adapting to challenging circumstances can help the start-up get out of difficult circumstances. A 5-point Likert scale was used for this scenario section.

In the next section of the experiment, these respondents were given a scenario as follows to manipulate them: *“You are the founder or manager of a start-up. Your consultant has advised that your start-up needs a flexible and adaptable plan for your business (e.g., finding an investor to develop new processes using Artificial Intelligence, AI) in the current challenging circumstances after COVID-19. Without flexibility and adaptability, the start-up is likely to collapse. This suggestion has been made due to the difficult market circumstances impacting on the start-up’s situation after COVID-19. You believe flexibility and adaptability to develop a plan for your business (e.g., finding an investor to create new processes using AI) are the only ways to improve your business processes in the current challenging circumstances after COVID-19”*. After completing the scenario task, participants were assessed to check the level of performance in their start-ups using a 5-point Likert scale (ranging from 1 = strongly disagree to 5 = strongly agree).

In the low-resilience scenario, participants assigned to Group 2B were asked to imagine a severe situation similar to that provided to Group 2A. They were invited to imagine: *“You are the founder or manager of a start-up. You encourage your colleagues to follow current plans in challenging circumstances”*. They were also requested to provide two benefits of following current plans while facing difficult circumstances and show how following current plans can help the start-up escape trouble. To this end, a 5-point Likert scale was also used.

In the next section of the experiment, the following scenario was given to these respondents to manipulate them: *“You are the founder or manager of a start-up. Your consultant has advised that your start-up needs a flexible and adaptable plan for your business (e.g., finding an investor to develop new processes using Artificial Intelligence, AI) in the current challenging circumstances after COVID-19. Without flexibility and adaptability, the start-up is likely to collapse. This suggestion has been made due to the challenging market circumstances impacting the start-up’s situation after COVID-19. However, you believe flexibility and adaptability to develop a plan for your business (e.g., finding an investor to develop new processes using AI) will be a considerable expense and risky move. You will prefer to stick with the current plan and wait for good times, after which you may employ a flexible and adaptable plan for your business (e.g., finding an investor to develop new processes using AI)”*. Accordingly, participants were encouraged to express their views regarding the performance of their start-ups. To this end, a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree) was used.

The results of an independent samples t-test indicated that priming and manipulation of resilience were effective. The analysis revealed a significant effect of resilience on the performance of start-ups ($t = 3.416$, $p = 0.001$). Participants exposed to the high-resilience scenario reported significantly higher performance levels ($M = 3.9057$, $SD = 0.70187$) than those in the low-resilience scenario ($M = 3.6250$, $SD = 0.74696$). These findings support the initial hypothesis that higher resilience positively influences the performance of start-ups.

Therefore, Experiment 1 yielded significant results that supported one of the survey’s hypotheses. The experiment found that hope leads to performance. The mean scores for hope were significantly higher among individuals reporting higher levels of hope than those with lower levels of hope. Similarly, Experiment 2 supported the idea that resilience leads to

performance. Individuals with greater resilience demonstrated significantly higher performance levels than those with lower resilience (see Table 5.2).

Table 5.2: Summary of Results - Group A vs Group B

	Group A (High)		Group B (Low)		t statistic	p-value
	Mean	Std. error	Mean	Std. error		
Experiment 1 - Hope	3.9308	.04614	3.6645	.05582	3.692	0.000
Experiment 2 - Resilience	3.9057	.05566	3.6250	0.6059	3.416	0.001

Group A – High perception scenarios (N=159); Group B – Low perception scenarios (N=152)

These findings provide empirical evidence that hope and resilience are essential factors that contribute to the performance of start-ups.

5.3 Study 3: Survey

Study 3 employed an online survey (Schaefer & Dillman, 1998) to investigate the proposed conceptual framework outlined in this research (Figure 1.5). The participants (N=311) consisted of the Australian founder, manager, employee, or sole trader who has been involved in establishing their start-up within the last six years. The screening questions were the same as for the experimental study. An external market research firm, Qualtrics, was engaged to collect the data from their panel to ensure the sample's representativeness regarding demographics. Qualtrics sent out email invitations to potential respondents with a detailed explanation of the nature of the study, its purpose, ethical considerations, and a URL link to access the online survey. The survey included questions about participants' perceptions, emotions, and intentions to capture the relevant context for the study.

5.3.1 Reliability and Validity

The reliability of a scale refers to how consistently it measures a concept without random errors across different items and over time. The most common method used to assess reliability is the internal consistency score method, also known as Cronbach's alpha (Vaske et al., 2017). The scale is reliable if the Cronbach's alpha score is above 0.70 (Kennedy, 2022). This study's

preliminary reliability analyses (Table 5.3) showed that all scales had internal consistency scores higher than the minimum threshold, which indicated acceptable consistency and reliability. Another approach to assessing reliability is calculating composite reliability (CR). According to Bacon et al. (1995), the minimum composite reliability value should be 0.70. The current study observed that each variable employed in the research model met this threshold.

Table 5.3: Reliability Analysis

Construct	Mean	Standard deviation	Cronbach's alpha	CR	Items
Entrepreneurial marketing	4.152	3.826	0.899	0.952	7
Resilience	4.151	1.826	0.805	0.809	3
Technological turbulence	3.850	2.433	0.813	0.820	4
Performance	3.944	2.423	0.809	0.866	3
Strategic agility	3.976	2.171	0.781	0.781	4
Hope	3.999	1.985	0.796	0.799	3

CR: Composite reliability

Validity, on the other hand, examines the accuracy of the measurement in measuring the intended construct. It assesses whether the items effectively measure what they are supposed to measure (Olanipekun et al., 2022). This study conducted four validity checks: face validity, content validity, convergent validity, and discriminant validity.

Face validity evaluates whether an item accurately reflects the intended construct. It involves comparing the definition of the construct with the items representing it. Face validity can be established using existing literature measures (Lobbezoo et al., 2024). This study ensured face validity by utilising published measures and adapting them to suit the research context (see Table 4.1). Content validity considers how well the items capture the domain of the construct. The more comprehensive the items are in measuring the content, the higher the validity. Content validity requires a panel of experts to confirm the adequacy of the indicators (Jordan et al., 2024). This study pretested the measures twice to maximise face and content validity. Then, a pilot questionnaire was distributed to pilot test participants, who included lecturers and students

from different disciplines. A panel of experts, which included the supervisors, reviewed the survey items and deemed them suitable for capturing the intended construct.

As Fornell and Larcker (1981) suggested, convergent validity tests a scale's internal stability and the consistency of its items. It is measured by examining the average variance extracted (AVE), which must be over 0.50. This study conducted this test to assess convergent validity, and the results (Table 5.4) indicated significant t-values for items loading onto their respective constructs. Two additional assessments that examined the distinctiveness of different constructs determined discriminant validity. The first assessment, proposed by Carver et al. (1976) and Fornell and Larcker (1981), compared the AVE and the inter-factor correlations between pairs of constructs. If the average variance of each construct was more significant than its shared variance with any other construct, discriminant validity was achieved. Table 5.4 demonstrates that the squared multiple correlations were lower than the average variance explained (AVE) for all constructs, which confirms discriminant validity.

Table 5.4: Fornell-Larcker Criterion

	AVE	HP	ER	OP	SA	EM	TT
HP	0.570	0.755					
ER	0.586	0.739***	0.766				
OP	0.683	0.732***	0.442***	0.826			
SA	0.543	0.800***	0.615***	0.781***	0.737		
EM	0.743	0.823***	0.725***	0.564***	0.732***	0.862	
TT	0.606	0.667***	0.402***	0.627***	0.723***	0.554***	0.746

HP=Hope, ER=Resilience, OP= Performance, SA=Strategic agility, EM=Entrepreneurial marketing, TT= Technological turbulence, and AVE= Average variance explained.

The second test for discriminant validity was performed using the Heterotrait-Monotrait (HTMT) ratio, which must be less than 0.85 (Henseler et al., 2015). All the HTMT ratios were less than the required threshold. Combining the outcomes of both tests, this study can conclude that the constructs of the current study achieved discriminant validity (Table 5.5).

Table 5.5: HTMT to Test Discriminant Validity

	HP	ER	OP	SA	EM	TT
HP						
ER	0.751					
OP	0.743	0.458				
SA	0.802	0.616	0.787			
EM	0.837	0.720	0.581	0.746		
TT	0.681	0.414	0.622	0.725	0.591	

HP=Hope, ER=Resilience, OP= Performance, SA=Strategic agility, EM=Entrepreneurial marketing, and TT= Technological turbulence.

5.3.2 Measurement Model

The measurement model outlines the proposed relationship between the variables and their observable indicators. Confirmatory factor analysis (CFA) was employed to examine each of the constructs in the investigation and to detect any interaction between the measurement and structural models that may influence the parameters related to the suggested links between the latent variables in the model (Goretzko et al., 2024). Through the CFA, the reliability of the individual scale items for each construct was identified (Lesia et al., 2024). The AMOS software package (Version 26) was used to perform the CFA. This method examined all constructs, including their items. Experts widely advise not to assume that the hypothesised measurement model accurately represents the entire population (Jöreskog & Sörbom, 1993). Therefore, evaluating the model's fit by employing fit indices after conducting the CFA is crucial. Various goodness-of-fit indices were examined to determine the reliability of the measurement model for hypothesis testing.

One commonly used goodness-of-fit index is the chi-square statistic (CMIN), which assesses the reliability of the hypothesised measurement model (Remmang et al., 2024). However, the chi-square significance test may only sometimes yield definitive results, as its sensitivity to sample size can lead to a significant value even for a well-fitting model (Hair et al., 2006; Hu

& Bentler, 1998). Another index, CMIN/DF (relative chi-square), measures the degree of fit lost when specific paths are omitted. According to general guidelines, values exceeding 2 or 3 indicate that too many paths have been dropped (Schermelleh-Engel et al., 2003). This study's measurement model yielded a significant CMIN value of 1239.543 at $p < 0.000$, with a relative CMIN/DF value of 1.928. Hu and Bentler (1998) recommend that the standard root mean square residual (SRMR), which quantifies the discrepancy between observed and model-implied correlation matrices, should ideally be less than 0.08 to indicate an acceptable model fit. In the present study, the SRMR value for the measurement model was calculated to be 0.061, which suggested a good fit.

The Goodness of Fit Index (GFI) is a measure that assesses the extent to which a model accounts for the variance in the sample variance-covariance matrix. An AGFI value above 0.80 indicates a well-fitting model, particularly for large samples (Qureshi & Mehraj, 2022). The Adjusted GFI (AGFI), another measure of goodness of fit, adjusts the GFI index based on the number of parameters in the model. As the number of parameters decreases relative to the number of data points in the sample variance-covariance matrix, the AGFI value approaches the GFI value. The AGFI metric encourages parsimonious models and penalises overly complex models. In this study, the GFI/AGFI values for the measurement model were in the range.

The Root Mean Square Error of Approximation (RMSEA) quantifies the lack of fit of a model compared to the saturated model. A RMSEA value of .05 or lower indicates a good fit, while a value of 0.08 or lower suggests an adequate fit (Browne & Cudeck, 1992). For the current model, the RMSEA value was calculated to be 0.055, indicating a good fit. The model fit summary generated by AMOS 26 is presented in Table 5.6, which provides a valuable assessment of the appropriateness of the measurement model. To ensure the validity and reliability of the survey measures for hope and resilience, established psychometric procedures

were followed. The constructs were measured using validated scales: Snyder et al.'s (1991) Hope Scale and the resilience scale from Santoro et al. (2020). Confirmatory Factor Analysis (CFA) was performed to evaluate model fit, with indices such as CFI (0.918), GFI (0.824), and RMSEA (0.055) indicating acceptable model adequacy. Internal consistency was assessed using Cronbach's alpha, with both hope and resilience scales achieving high reliability ($\alpha > 0.80$). These psychometric validation steps confirm that the measures used are robust, reliable, and appropriate for assessing the emotional constructs central to this research.

Table 5.6: Goodness-of-Fit Statistics

Measure	Accepted range	Values achieved
CMIN/DF	> 5	1.928
GFI	0.80 <	0.824
AGFI	0.80 <	0.797
CFI	0.90 <	0.918
RMSEA	>0.08	0.055
SRMR	>0.08	0.061

N=311

5.3.3 Path and Slope Analysis

Once the CFA was completed and items were determined suitable based on their inter-item correlations, path and slope analyses were performed to examine the hypothesised relationships on IBM SPSS AMOS version 26. First, the direct effects (effect of entrepreneurial marketing on hope, effect of entrepreneurial marketing on resilience, the direct effect of hope on the performance of start-ups, and the direct effect of resilience on the performance of start-ups) were tested (Table 5.7). Second, the moderating role of strategic agility in the relationship between entrepreneurial marketing and hope and the moderating role of technological turbulence in the relationship between entrepreneurial marketing and resilience were tested. Path and slope analyses confirmed only the moderating role of strategic agility (see Figures 5.2, 5.3, and 5.4). The model parameters were estimated using the maximum likelihood (ML) method, which aims to maximise the likelihood of accurately predicting values for the criterion variable (Mardia & Marshall, 1984). The results of the path analysis are presented in Table 5.7.

Table 5.7: Direct Impact Results

Hypothesis	Path	β	Sig	Support
H1	Entrepreneurial marketing → Hope	0.637	< 0.000	Yes
H2	Entrepreneurial marketing → resilience	0.781	< 0.000	Yes
H3	Hope → Performance	0.429	< 0.000	Yes
H4	Resilience → Performance	0.363	< 0.000	Yes

Direct impact of entrepreneurial marketing on hope and resilience

As indicated in Table 5.7, the regression analysis revealed a significant positive impact of entrepreneurial marketing on hope ($\beta = 0.637$, $p < 0.000$) and resilience ($\beta = 0.781$, $p < 0.000$), which indicates that increases in entrepreneurial marketing are associated with higher levels of hope and resilience among the founders or managers of start-ups. The direct effects of entrepreneurial marketing on hope and resilience and the associated 95% confidence intervals are displayed in Table 5.7.

Direct impact of hope and resilience on performance

According to the results indicated in Table 5.7, the regression analysis uncovered a significant positive impact of hope on performance ($\beta = 0.429$, $p < .000$) and a positive impact of resilience on performance ($\beta = 0.363$, $p < .000$), which indicates that an increase in performance is positively associated with higher levels of hope and resilience among the founders or managers of start-ups. The direct effects of hope and resilience on performance and the associated 95% confidence intervals are shown in Table 5.7.

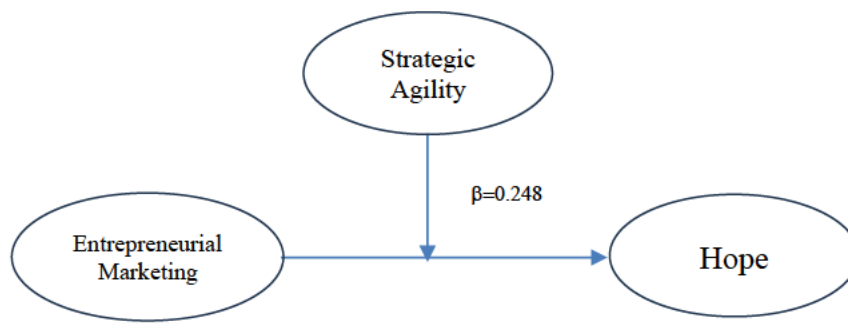
Entrepreneurial marketing is expected to have a direct positive effect on start-up performance by enhancing market orientation and customer engagement, consistent with prior studies (e.g., Morris et al., 2002; Miles & Darroch, 2006). Moreover, hope and resilience serve as critical psychological resources that mediate or moderate this relationship. For instance, hope may indirectly influence performance by motivating proactive goal-setting and perseverance (Snyder, 2002), while resilience helps entrepreneurs adapt to setbacks and sustain efforts under

uncertainty (Luthans et al., 2007). These findings align with recent research emphasising the role of positive psychological states in driving entrepreneurial success (Cardon et al., 2012; Shepherd & Patzelt, 2017).

Moderating effect of strategic agility

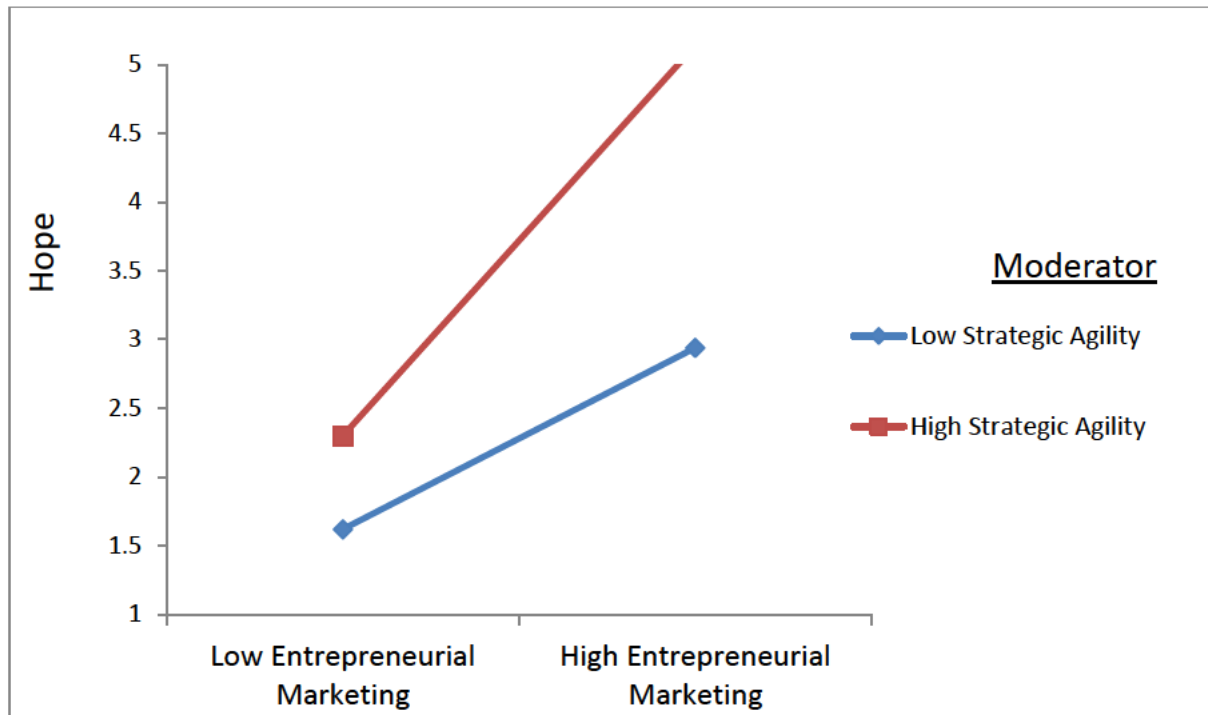
This study used IBM SPSS AMOS version 26 to test the moderating effect of strategic agility on the relationship between entrepreneurial marketing and hope (see Figure 5.1). The results reveal that the moderating effect of strategic agility is significant. Strategic agility increases the positive relationship between entrepreneurial marketing and hope ($\beta = 0.248$, $t = 2.206$, $p < 0.027$), which indicates that strategic agility has a positive moderating influence. The results of this test support Hypothesis 5.

Figure 5.1: Moderating Effect of Strategic Agility



A simple slope analysis was conducted to confirm the moderating effect of strategic agility on the relationship between entrepreneurial marketing and hope. The results provided a better understanding of the nature of moderation, as shown in Figure 5.2. As seen in Figure 5.2, the line is slightly steeper for low strategic agility, and strategic agility dampens the positive relationship between entrepreneurial marketing and hope, which shows that at a high level of strategic agility, the impact of entrepreneurial marketing on hope is slightly more substantial than that of low strategic agility.

Figure 5.2: Two-way Interaction of Entrepreneurial Marketing and Strategic Agility on Hope



Moderating effect of technological turbulence

The moderating role of technological turbulence in the relationship between entrepreneurial marketing and resilience was tested. The results revealed that the moderating effect of technological turbulence is not significant. Technological turbulence increases the positive relationship between entrepreneurial marketing and resilience ($\beta = 0.044$, $t = 0.521$, $p < 0.602$), but it has no significant negative moderating influence. Based on this result, Hypothesis 6 is rejected.

Figure 5.3: Moderating Effect of Technological Turbulence

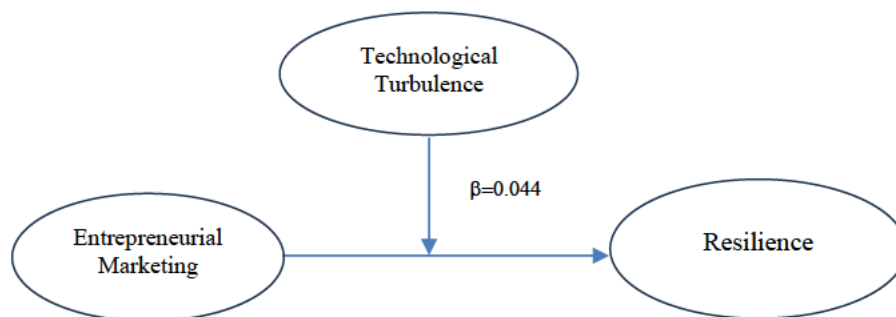


Table 5.8 provides a thorough overview of the SEM results and details the acceptance and rejection of the study's hypotheses. The analysis confirms the validity of hypotheses 1, 2, 3, 4, and 5, which demonstrate significant support within the research framework. However, the observed data resulted in Hypothesis 6 being rejected, as there was a lack of empirical support.

Table 5.8: Summary of Results

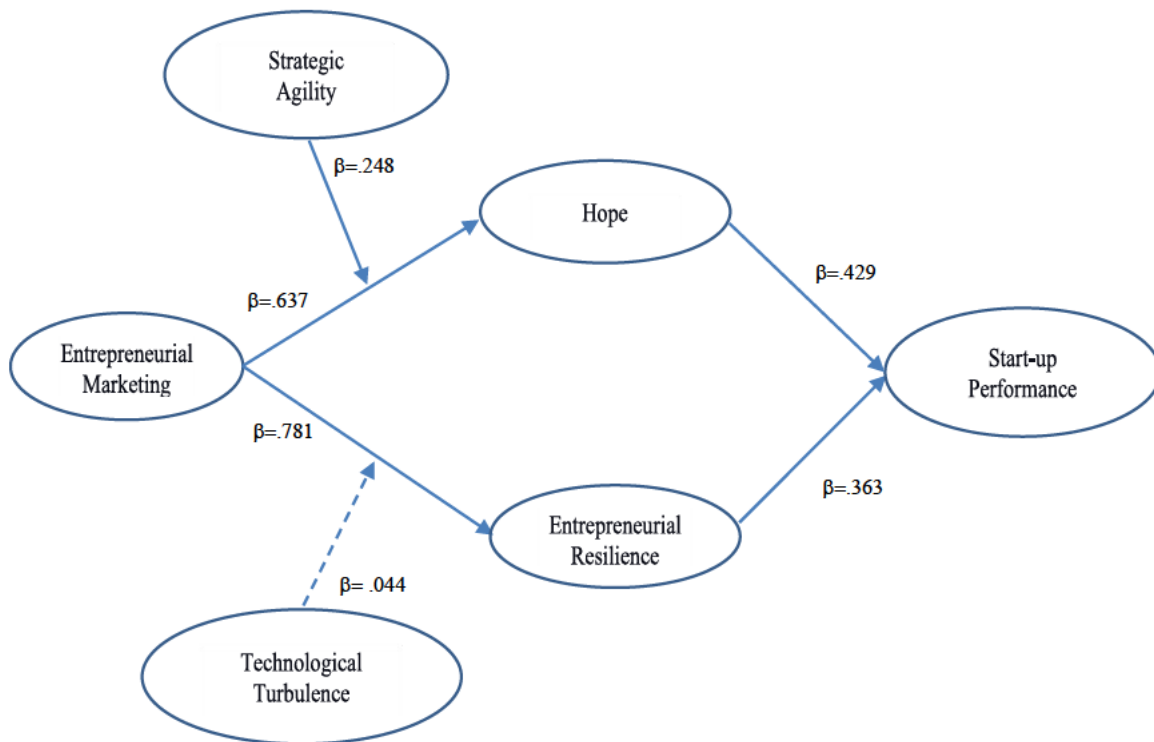
Hypothesis	β	Result
H1: Entrepreneurial marketing has a direct positive impact on the founder's hope in start-ups.	0.637	Accepted
H2: Entrepreneurial marketing has a direct positive impact on the founder's resilience in start-ups.	0.781	Accepted
H3: Founder's hope has a direct positive impact on start-up performance.	0.429	Accepted
H4: Founder's resilience has a direct positive impact on start-up performance.	0.363	Accepted
H5: Strategic agility positively moderates the relationship between entrepreneurial marketing and the founder's hope	0.248	Accepted
H6: Technological turbulence negatively moderates the relationship between entrepreneurial marketing and the founder's resilience.	0.044	Rejected

Conclusion of path and slope analyses

The results showed significant positive relationships between entrepreneurial marketing and hope. Entrepreneurial marketing also exhibited significant positive relationships with resilience. In addition, hope and resilience demonstrated significant positive relationships with start-up performance. The moderating role of strategic agility between entrepreneurial marketing and hope was found to be significant. However, the results revealed that the moderating effect of technological turbulence is insignificant.

These findings contribute to a comprehensive understanding of the factors that influence start-up performance and underscores the importance of entrepreneurial marketing, hope, and resilience in shaping start-up performance. Figure 5.4 presents the results of the SEM analysis, showing the accepted and rejected hypotheses.

Figure 5.4: Results of the SEM Analysis



5.3.4 fsQCA

An fsQCA assesses the causal relationship between the employed variables as an alternative to regression (Ragin et al., 2006). Using fuzzy logic, the analysis identifies the combinations of causal conditions that lead to the dependent variables (Pappas & Woodside, 2021). The fsQCA, therefore, offers a unique advantage in exploring complex causal relationships within the dataset. Given the potential for non-linear relationships and the need to analyse the configurations of conditions, entrepreneurial marketing, hope, resilience, strategic agility, and technological turbulence that influence start-up performance (Ewens & Marx, 2018; Nuseir et al., 2021), the fsQCA is particularly suited for this research. The inclusion of the fsQCA alongside the traditional statistical methods like SEM in this research is paramount. Furthermore, the integration of the SEM and fsQCA provides a comprehensive understanding of the proposed conceptual framework and a deeper understanding of the interplay between variables, and it instils confidence in the robustness of the research findings (Dusa & Thiem,

2014). For the fsQCA analysis, the data were gathered from the online survey conducted in Study 3 to investigate the proposed conceptual framework outlined in this research. The participants (N=311) comprised start-up founders, managers, and sole traders who had been engaged in establishing a start-up in Australia within the past six years.

This study employed the fsQCA software (version 3.0) developed by Ragin and Davey (2014). This widely employed software ensures the credibility of its results in business, management, and marketing research (Berger, 2016). As Pappas and Woodside (2021) emphasise, data calibration is a critical aspect of fsQCA. Data calibration is adjusting model parameters to ensure the model's outputs closely match observed or real-world data. This step helps improve the model's accuracy and reliability by fine-tuning inputs so the simulation or analytical model reflects actual system behaviour (Mendel & Korjani, 2018). The calibration process in fsQCA involves transforming raw numerical data into fuzzy sets that accommodate various data types, including dichotomous and Likert-type responses, within fsQCA. Typically, multi-item scales derive a single value for each case on every condition. However, alternative methods such as factor or Rasch scores may also be considered for their potential to better account for individual item effects on the construct (Brush & Soutar, 2022). Sensitivity analysis was also undertaken to examine the robustness of the fsQCA results. This involved adjusting the calibration thresholds slightly and testing whether the configurations and core conditions leading to high start-up performance remained stable. The consistency and coverage scores of the solutions were checked under these alternate calibration settings to ensure that the findings were not overly dependent on arbitrary threshold choices. The stability of the solutions confirmed that the core results were not sensitive to minor variations, thereby strengthening the reliability of the configurations derived (Drăgan et al., 2023).

The transformation process is crucial, and while fsQCA software can perform this automatically, direct calibration is recommended. Theoretical considerations should inform the choice of calibration thresholds, as these decisions can significantly impact on the results (Thiem, 2014). Direct calibration entails selecting three qualitative breakpoints that define the membership level in the fuzzy set for each case: full membership, full non-membership, and the crossover point that reflects maximum ambiguity (Mendel & Korjani, 2018).

Researchers must choose these values using original scale values as thresholds or by calculating percentiles. For example, the suggested thresholds for a 5-point Likert scale are four, three, and two (Pappas & Woodside, 2021). The calibration process begins by regulating data into fuzzy sets that define cases as completely in, completely out, or in-between specified sets. In this research, the values of the research variables were assessed on a 5-point scale into fuzzy set membership scores ranging from 1.00 (full membership) to 0 (full non-membership). This study used the direct method (Ragin, 2009) and drew on researcher-specified threshold qualitative anchors to determine full membership (maximum threshold), the crossover point, and full non-membership (minimum threshold). Evaluation of the three qualitative anchors for each variable came from Andrews et al. (2016), Pappas et al. (2016), and Pappas and Woodside (2021). This study involved the identification of the 5th percentile (minimum threshold), 95th percentile (maximum threshold), and 50th percentile (crossover point) values. First, the average of each item was taken as the initial data for each variable. Second, three anchor points needed to be identified: the total membership value (1), the crossover point (0.5), and the total non-membership value (0). The membership degree of the calibrated set was between 0 and 1 and is summarised in Table 5.9.

Table 5.9: Calibrations and Descriptive Statistics

Constructs	Fuzzy set calibration			Mean	S.D	Min	Max
	Fully-in	Cross-over	Fully-out				

EM	0.95	0.50	0.05	0.5817197	0.2447517	1	5
HP	0.95	0.50	0.05	0.5606688	0.2512856	1	5
ER	0.95	0.50	0.05	0.5801274	0.2577932	1	5
SA	0.95	0.50	0.05	0.5588217	0.2707025	1	5
TT	0.95	0.50	0.05	0.5800318	0.2510469	1	5
OP	0.95	0.50	0.05	0.5811465	0.2591583	1	5

N=311

EM=Entrepreneurial marketing, HP=Hope, ER= Resilience, SA=Strategic agility, OP= Performance, and TT= Technological turbulence.

Analysis of necessary conditions

The next phase involved evaluating the presence of a necessary condition or configurational elements. This analysis determined whether a single condition consistently appears or disappears when the outcome is present or absent. A condition is necessary when its consistency score surpasses 0.80 (Ragin, 2009). The necessity analysis assesses the proportion of fuzzy set scores in a condition (across all instances) that are equal to or lower than the equivalent scores in the outcome (Llanos-Contreras et al., 2020). This analysis evaluated one outcome variable, the performance of start-ups, and five antecedents (EM, HP, ER, TT, SA). The results presented in Table 5.10 show the necessary conditions for achieving the outcome. According to Pappas et al. (2020), conditions that exceed the 0.8 consistency threshold are necessary, and conditions that meet the 0.65 consistency threshold are sufficient.

Table 5.10: Necessary Condition Analysis Results

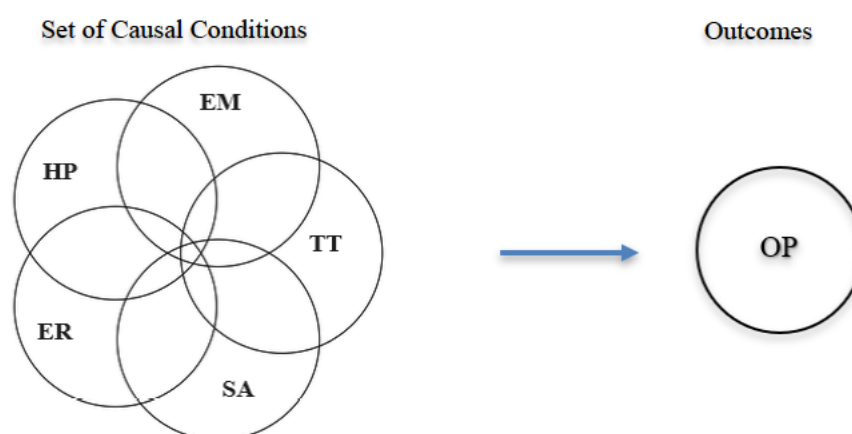
Configurational element	Consistency	Coverage
EM	0.852915	0.852076
HP	0.839106	0.869753
ER	0.820199	0.821642
SA	0.842996	0.876675
TT	0.85719	0.858838

EM=Entrepreneurial marketing, HP=Hope, ER= Resilience, SA=Strategic agility, and TT= Technological turbulence.

The findings in Table 5.10 reveal that the consistency levels for all causal conditions exceeded 0.8. Therefore, all causal conditions are typically considered necessary for start-up

performance. Based on the consistency and coverage values provided, entrepreneurial marketing and TT are solid conditions for explaining start-up performance variations. Hope and SA also show a moderate relationship, while resilience seems to have a weaker connection with the outcome. Figure 5.5 depicts the conditions identified through the fsQCA and their impact on start-ups' performance. This visual representation highlights the factors that must be present for the desired outcome.

Figure 5.5: Condition Analysis



EM=Entrepreneurial marketing, HP=Hope, ER= Resilience, SA=Strategic agility, TT= Technological turbulence, and OP= Performance

Solutions

The fsQCA can distinguish crucial conditions from those that are less central or irrelevant, with the distinction based on the strength of evidence concerning the outcome (Fiss, 2011). The fsQCA software offers three potential solutions: complex, intermediate, and economical. The complex solution comprehensively presents all possible combinations of conditions and potentially results in numerous identified configurations, including configurations with multiple terms, thus interpreting the results can be somewhat challenging and often impractical (Pappas & Woodside, 2021).

The parsimonious solution represents a simplified version of the complex solution. It highlights only the indispensable causal elements, often called core conditions, that must be included in

any solution while excluding peripheral conditions. However, this approach necessitates simplifying the assumptions regarding unpopulated truth table rows and may incorporate solutions with limited cases regardless of their empirical plausibility (Schneider & Rohlfing, 2016). In the intermediate solution, additional conditions are included in cases that are consistently associated with the outcome, but this inclusion may require the counterfactuals that are consistent with the empirical findings but not with the theoretical knowledge to be overlooked (Greckhamer et al., 2018). These additional conditions, often termed peripheral, form a subset of the parsimonious solution. A solution that incorporates both core and peripheral conditions is generally preferred as it provides a more comprehensive understanding of the findings (Fiss, 2011). This intermediate solution is the focus of this analysis. Table 5.11 showcases the outcomes concerning the performance of start-ups that are implied by Ragin's (2009) notations.

Table 5.11: Intermediate Solution Results

Solutions	Hopeful founders		Resilient founders		Agile entrepreneurial marketers	Tech-friendly founders
Elements						
EM					●	
HP	●	●	⊗			
ER	⊗		●	●		
TT						●
SA		⊗		⊗	●	
Consistency	0.923	0.898	0.865	0.854	0.912	0.858
Raw coverage	0.470	0.465	0.469	0.456	0.785	0.857
Unique coverage	0.002	0.002	0.002	0.002	0.030	0.061
Overall solution coverage	0.936					
Overall solution consistency	0.812					

Note: *Black circles indicate the presence of a condition, and circles with "X" indicate its absence. Blank spaces indicate "do not care". EM=Entrepreneurial marketing, HP=Hope, ER=Resilience, SA=Strategic agility, TT=Technological turbulence, and OP=Performance

The next step in the analysis involved the identification of causal recipes that are sufficient for start-up performance. This was done using a truth table analysis, which is a method that can present the results clearly and well-structured. Following Ragin and Fiss (2008), each column

in Table 5.11 represents a configuration of conditions that lead to the start-up performance. The large circles indicate core elements, while the small circles represent peripheral elements. A full circle indicates the presence of the element in the combination, and a crossed-out circle indicates its absence in the causal condition. The consistency scores for the solutions are above the suggested cut-off value of 0.8 (Legewie, 2013), and therefore, the models based on these four configurations are fully specified. The overall solution coverage presents the percentage of memberships in the outcome that the complete solution can explain; the extent to which these configurations consistently lead to high quality can be reflected by the overall solution consistency (Ragin, 2009). In Table 5.11, the overall solution coverage shows that the complete solution can capture 93.6% of high start-up performance. In contrast, overall solution consistency shows that the four configurations consistently explain 81.2% of high start-up performance.

The proposed framework demonstrates a consistency that surpasses 0.80 across the intermediate solution and its subsets, with an overall consistency of 0.812, given the distinct criteria that characterises each of the four configurations and multiple satisfactory solution paths (Fiss, 2011). Hope and resilience appear as core conditions in two of the four configurations. Technological turbulence and strategic agility are peripheral conditions in only one of the four configurations. These findings underscore how fsQCA analysis demonstrates causal relationships among variables in some configurations while remaining disconnected in others. As per Ragin's (2009) recommendations, an overall solution coverage score of 0.936 indicates that the four causal condition configurations for antecedents can explain 93% of the performance of start-ups. As a result, the fsQCA identifies four configurations of start-up founders that enhance performance:

- **Hopeful start-up founders:** Founders with a high level of hope, which positively impacts on performance.

- **Resilient start-up founders:** Founders who demonstrate adaptability, perseverance, and the ability to overcome challenges while maintaining commitment to their start-up.
- **Agile entrepreneurial marketers:** Founders who quickly adapt their marketing strategies to dynamic market conditions by leveraging resources and innovative approaches for growth.
- **Tech-friendly founders:** Founders who embrace emerging technologies, adapt strategies to tech-driven changes, and foster a culture of continuous innovation and learning.

The fsQCA analysis results reveal that different configurations of these factors can be equally effective, depending on the context. Regarding sectoral application, it is reasonable to infer that tech start-ups may rely more heavily on hope and strategic agility (Sreenivasan & Suresh, 2024). These firms often operate in fast-paced, uncertain environments that require continuous innovation, rapid iteration, and forward-looking optimism to drive growth and navigate volatility. The fsQCA findings support this interpretation, which shows strategic agility and hope as prevalent conditions in some high-performance configurations. Tech start-ups benefit from the ability to pivot, adapt quickly to new technologies, and sustain hopeful outlooks in the face of failure or rapid change. Conversely, start-ups, which may face less technological turbulence but more pressure from customer service and operational efficiency, might emphasise resilience and strong customer relationships. The presence of resilience in at least one fsQCA configuration indicates its value in contexts where persistence, day-to-day problem-solving, and sustained customer engagement are key to performance.

While most of the findingsThe SEM results showed significant positive relationships between entrepreneurial marketing and hope, as well as relationships between entrepreneurial marketing and resilience. Hope correlates positively with start-up performance. The moderating role of

strategic agility between entrepreneurial marketing and hope was significant, and technological turbulence had no moderating impact on the entrepreneurial marketing–resilience interlink. These findings contribute to a comprehensive understanding of the factors that influence start-up performance and underscore the importance of hope, resilience, and strategic agility in shaping start-up performance.

Based on the findings from the fsQCA analysis, several key conclusions can be drawn about the factors that influence start-up performance. First, hope emerged as a significant factor, as it was present in one of the four configurations that explain start-up performance, which suggests that hope plays a crucial role in start-up performance. Similarly, resilience appeared in one of the four configurations. Additionally, combined with entrepreneurial marketing, strategic agility emerged as a prevalent factor, as it was more frequently present than absent, which indicates its significance in shaping start-up performance. Furthermore, the analysis revealed that hope, resilience, and strategic agility exhibited variability in their influence on start-up performance, with their presence or absence dependent on their interaction with other factors, which highlights the rigorous need for actual plans and strategies for start-ups to employ hope and resilience in their performance improvement strategies.

This study adopts both SEM and fsQCA to provide a comprehensive and multidimensional understanding of the research problem. The results for the fsQCA analysis underscore the complexity of the factors that affect start-up performance that were identified in the SEM analysis. While the SEM provided insights into the direct relationships between variables and their effects on start-up performance, the fsQCA offered a deeper understanding of the complex configurations of factors that lead to higher start-up performance. SEM was used to test the hypothesised relationships between entrepreneurial marketing, hope, resilience, and start-up performance, offering insights into the directionality and strength of these linear associations.

However, relying solely on SEM may overlook the combinatorial nature of causal conditions that are often present in real-world entrepreneurial contexts (Skarmeas et al., 2016). To address this limitation, fsQCA was employed as a complementary method to uncover equifinal configurations and distinct combinations of conditions that can lead to high start-up performance. This approach captures the complexity and asymmetry of causal relationships, revealing, for example, how different blends of emotional traits and strategic behaviours may compensate for one another across industries or firm types. By integrating both approaches, a comprehensive understanding of the multifaceted nature of start-up performance can be achieved, and targeted strategies for promoting start-up performance use can be identified. A summary of the SEM and fsQCA findings are provided in Table 5.12.

Table 5.12: Summary of SEM-fsQCA Approach

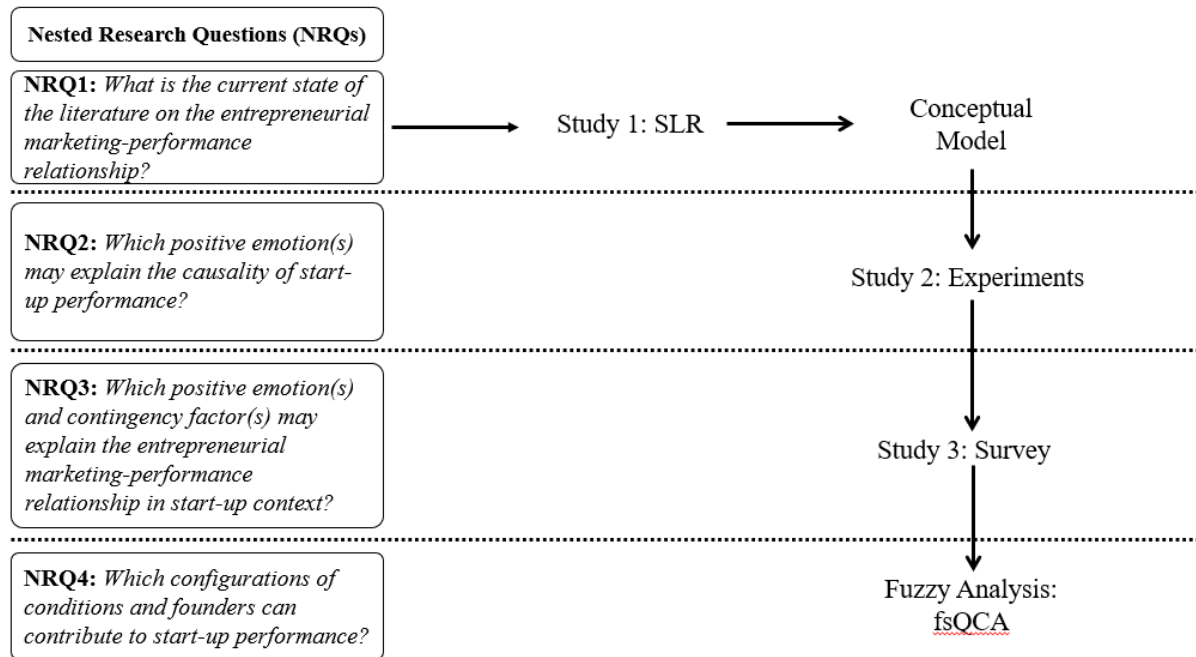
SEM approach	fsQCA approach
Entrepreneurial marketing has a direct positive impact on the founder's resilience.	Entrepreneurial marketing is more frequently absent than present when explaining the performance.
Hope has a direct positive impact on performance.	The founder's hope firmly explains performance in one out of four configurations.
The founder's resilience has a direct positive impact on performance.	The founder's resilience firmly explains performance in one out of four configurations.
Strategic agility strengthens the positive relationship between entrepreneurial marketing and hope.	Strategic agility firmly explains start-ups' performance when combined with entrepreneurial marketing, as both appear jointly in one out of four configurations.
Entrepreneurial marketing has a direct positive impact on the founder's hope and resilience.	Entrepreneurial marketing firmly explains start-ups' performance when combined with strategic agility.
Technological turbulence does not moderate the relationship between entrepreneurial marketing and hope.	Technological turbulence is more frequently absent than present when explaining the performance (one out of four configurations).

5.5 Conclusion

This chapter presented the analytical methods of t-tests, SEMs, and fsQCAs. These methods were employed to better understand the role of entrepreneurial marketing and related constructs in shaping start-up performance. In scenario-based experiments, t-tests revealed differences between different groups of participants, which provided insights into the influence

of hope and resilience on start-up performance. The SEM considered the complex relationships between various constructs to analyse the factors that affect start-up performance, and the fsQCA identified the essential conditions and solutions that influence start-up performance, as depicted in Figure 5.6.

Figure 5.6: Overview of Three Studies and fsQCA



CHAPTER SIX: DISCUSSION, CONTRIBUTIONS, AND CONCLUSION

This thesis covered a wide range of aspects. After introducing and outlining the fundamental elements in Chapter One, the SLR that focused on entrepreneurial marketing–performance relationships was presented in Chapter Two. Chapter Three discussed relevant theories, entrepreneurial marketing, hope, resilience, strategic agility, technological turbulence, and performance, before presenting a conceptual model. Chapter Four provided a detailed account of the rigorous data collection and analysis methods, and Chapter Five presented the analyses and results of the survey, experiments, and fsQCA. According to the findings of this study, hope and resilience are significant factors in translating entrepreneurial marketing to performance, which indicates their importance in shaping start-up performance. This chapter first provides a discussion of the findings of the research, followed by a clear explanation of the theoretical and managerial implications. It then discusses the limitations of the research and the potential for future studies.

6.1 Discussion

This thesis employed three studies to answer the research questions and achieve its research objectives: an SLR, experiments, and a survey. It also undertook the post-hoc analysis: fsQCA. The SLR was carried out to answer the first research question (NRQ1). It aimed to identify the gaps in the literature and advance the literature on the mediating role of positive emotions (i.e., hope and resilience) in the relationship between entrepreneurial marketing and start-up performance. To support the second research question (NRQ2), the experiments demonstrated the causal impact of hope and resilience on start-up performance. Additionally, the survey that was conducted aimed to develop and test the nomological network of constructs, including entrepreneurial marketing, hope, resilience, strategic agility, technological turbulence and

performance, specifically in the context of Australian start-ups, which addressed the third research question (NRQ3). Lastly, to address the fourth research question, the study employed an fsQCA to identify different types of founders (based on positive emotions) that affect start-up performance (NRQ4). Table 6.1 provides a condensed overview of the research aims, key findings, and theoretical contributions.

Table 6.1: Overview of the Research

Research aims	Key findings	Theoretical contributions
<i>Study One</i>		
This SLR is to comprehensively understand how prior studies have approached the entrepreneurial marketing–performance relationship.	It synthesised 80 empirical research papers from 1997 to 2024 using bibliometric tools.	The current SLR suggests several future research gaps in the start-up context, highlighting positive emotions and multiple methods: SEM, experiment, and fsQCA.
<i>Study Two</i>		
This experiment examined the causal relationship to determine whether hope directly impacts start-up performance.	T-tests support this experiment and propose that hope directly impacts start-up performance.	The results of this study developed the broaden-and-build theory. Accordingly, higher levels of hope can generate higher performance due to the positive experience that start-up founders receive from hope.
This experiment examined the causal relationship and determined whether resilience directly impacts start-up performance.	T-tests support the hypothesis that resilience directly impacts start-up performance.	According to the broaden-and-build theory of positive emotions, higher levels of resilience could generate higher performance levels due to the positive emotions that start-up founders experience from resilience. This study developed this theory.
<i>Study Three</i>		
This hypothesis examines whether entrepreneurial marketing positively impacts hope in start-up founders.	Path analysis supports this impact.	The positive impact of entrepreneurial marketing on hope provides development for appraisal theory.
This hypothesis examines whether entrepreneurial marketing positively impacts start-up founders' resilience.	Path analysis supports this impact.	The positive impact of entrepreneurial marketing on resilience provides development for appraisal theory.
This hypothesis examines whether hope positively impacts start-up performance.	Path analysis supports this impact.	The positive impact of hope on start-up performance provides development for the broaden-and-build theory of positive emotions.
This hypothesis examines whether resilience positively impacts start-up performance.	Path analysis supports this impact.	The positive impact of the founder's resilience on start-up performance provides development for the broaden-and-build theory of positive emotions.
This hypothesis examines the positive moderating	Path analysis shows that strategic agility positively	Positive moderation of strategic agility in the relationship between entrepreneurial

Research aims	Key findings	Theoretical contributions
role of strategic agility in the entrepreneurial marketing–hope relationship.	moderates the relationship between entrepreneurial marketing and hope.	marketing and hope develops the contingency theory.
This hypothesis examines the moderating role of technological turbulence in the relationship between entrepreneurial marketing and resilience.	Path analysis shows that the negative moderation of technological turbulence is insignificant.	More investigation is needed to determine whether negative moderation of technological turbulence in the relationship between entrepreneurial marketing and resilience in a start-up context is possible.

This thesis conducted an SLR to understand the entrepreneurial marketing–performance relationship and analysed 80 empirical research papers that have been published over the last 27 years. It identified the recent trends in relevant publications and developed a research model using commonly recognised factors such as mediators and moderators, and it identified gaps in the current literature when exploring the role of hope and resilience.

To investigate the causal relationships among the constructs, two experiments were employed. Using the independent samples t-test, the experiments found that hope and resilience significantly contribute to start-up performance. Individuals with higher levels of hope and resilience demonstrated better performance compared to those with lower levels of hope and resilience, which provided empirical evidence of their importance in start-up success.

After confirming causality through the experiment, a two-phase SEM approach was used to further evaluate the proposed model (Figure 1.5) and test the hypotheses. The results of the SEM supported H1, which states that there is an impact of entrepreneurial marketing on hope. The research broadened the scope of the appraisal theory by approaching hope in start-up founders. In line with the findings of Ho et al. (2022) and Remmang (2024), this finding highlighted that marketing strategy in start-ups is influenced by founders’ understanding, evaluation, and interpretation of entrepreneurial marketing (including customer intensity, opportunity focus, and value creation). In this case, entrepreneurial marketing creates a positive perception of the start-up, which can contribute to developing hope in start-up founders.

Therefore, by applying entrepreneurial marketing, the start-up founder will feel hopeful.

The SEM also supported H2, which aligns with Horneber (2022) and Nayak and Panigrahi (2018), who claim that entrepreneurial marketing is essential in start-up contexts as it fuels start-ups to create value, be proactive, focus on customers, and react innovatively. Entrepreneurial marketing will also enhance confidence through customer satisfaction (Yusendra et al., 2020), and applying entrepreneurial marketing will result in a positive evaluation by customers. Building on appraisal theory (Roseman et al., 1990), this positive feedback from the customer side will improve the founder's resilience in the start-up context. Therefore, entrepreneurial marketing can enhance resilience by growing customers' positive feedback and loyalty. Specifically, the direct effect of entrepreneurial marketing on hope was found to be significant, supporting prior findings by Ho et al. (2022), who noted that marketing strategies can shape founders' psychological orientations and future expectations. Similarly, the direct impact of entrepreneurial marketing on resilience aligns with the conclusions of Yusendra et al. (2020), which suggested that proactive and innovative marketing can foster emotional strength in uncertain environments.

H3 was also supported, which aligns with the results of Barrios et al. (2019) and Chak et al. (2022) that found a positive association of hope with performance in a start-up context. Based on the broaden-and-build theory of positive emotions (Fredrickson, 2004), founders with higher levels of hope are more inclined to set new objectives (goals), are often highly motivated (agency), stay focused, adapt to changing circumstances, and work towards achieving success (pathway). Thus, founders with higher levels of hope have more capabilities, such as defining clear goals, being motivated and energetic, and thinking practically. These capabilities and positive mindsets contribute to the start-up's higher performance, as supported by the fsQCa and the experiments.

The indirect effects were also clarified. Entrepreneurial marketing influenced start-up performance indirectly through hope and resilience. This mediating role of hope is consistent with Barrios et al. (2019), who highlighted that hopeful founders tend to set clearer goals and maintain motivation, which enhances overall performance. Likewise, the mediating role of resilience resonates with Casprini et al. (2022), who found that resilient founders adapt more effectively to market disruptions and setbacks, contributing to higher performance outcomes.

The results of the path analysis, fsQCA, and the experiments supported H4, which hypothesised a positive impact of founders' resilience on performance. This means that when a start-up's resilience evaluation is positive, its performance will be positively influenced. The broaden-and-build theory of positive emotions (Fredrickson, 2004) supports this, and there is supporting evidence from such studies as Aldianto et al. (2021) and Casprini et al. (2022). This result suggests that evaluating resilience in harsh situations could be a relevant factor for improving performance in a start-up context. According to Kazancoglu et al. (2022), resilient founders possess strong problem-solving and decision-making skills that allow them to effectively analyse complex situations, identify potential solutions, and make informed decisions under pressure, which positively impacts the start-up by enabling efficient problem resolution, strategic planning, and effective resource allocation. Additionally, resilient founders are not easily discouraged by setbacks or failures but use them as learning experiences and stepping stones toward success (Aldianto et al., 2021). This perseverance fosters a culture of continuous improvement, encourages resilient thinking, and maintains a long-term focus on achieving higher performance.

The results of the data analysis supported H5, which proposed that strategic agility moderates the impact of entrepreneurial marketing on hope in start-up founders. This finding offers an opportunity to explore potential explanations for this outcome. As Nurjaman et al. (2021) emphasise, strategic agility empowers start-up founders to efficiently allocate resources,

pursue opportunities, and adapt to market changes. Combined with entrepreneurial marketing, strategic agility enables founders to set clear strategic goals, innovate, and form partnerships, which ensures alignment with the start-up's vision and responsiveness to external shifts (Ahammad et al., 2021; Doz, 2020). This dynamic interaction facilitates flexibility in adjusting strategies, maintaining momentum towards goals, and seizing emerging opportunities. Moreover, strategic agility aids in risk management and aligns with the hopeful outlook of start-up founders, which enables them to take calculated risks while mitigating potential adverse impacts (Nurjaman et al., 2021).

Further, start-ups that employ entrepreneurial marketing often possess a defined vision that aligns strategies and resource allocation with optimistic expectations, aided by strategic agility. Leveraging this hopeful mindset, founders capitalise on the responsiveness facilitated by strategic agility, which ensures the venture remains on course towards its goals (Doz, 2020).

While most of the findings aligned with theoretical expectations and prior literature, this thesis also encountered an unexpected result: the hypothesised negative moderating effect of technological turbulence on the relationship between entrepreneurial marketing and resilience (H6) was not supported. Contrary to expectations based on contingency theory, which posits that turbulent environments may weaken firm capabilities, the analysis suggested that start-ups remained resilient even in high-tech turbulence contexts. There could be two reasons for this result. The first reason is that start-ups are often well-equipped with advanced technology knowledge, which positions them to navigate and leverage the dynamic technological landscape effectively. The surveyed start-ups may already possess a high degree of technological adaptability and digital competence, enabling them to convert turbulence into opportunity rather than disruption. Also, entrepreneurial marketing enables them to be proactive, innovative, and risk-oriented (Cavicchioli & Kocollari, 2021), which means they can quickly adapt their strategies to technological shifts and foster innovation in product

development and customer engagement. By continuously monitoring technological trends and integrating applicable platforms into their marketing efforts, start-ups can stay ahead of disruptions and capitalise on new opportunities (De Faria et al., 2021). This synergy between technological knowledge and entrepreneurial marketing ensures start-ups thrive and are resilient in technological turbulence. The second reason is that, according to Lengnick-Hall and Beck (2016), intelligent use of entrepreneurial marketing can provide capacities like the swift adaptation of knowledge, strategies, and business models to respond effectively to shifting conditions for start-ups. This occurs because the practical application of entrepreneurial marketing (especially proactiveness and resource leverage) empowers start-ups to navigate resource constraints and endure and resist turbulences. The proactive adjustment to changing conditions facilitated by entrepreneurial marketing in such contexts will enable start-ups to respond effectively to environmental changes and maintain resilience (Farid & Widjaja, 2021). Further, entrepreneurial marketing, particularly its emphasis on innovation, may act as a buffer and allow start-ups to navigate turbulent environments with greater agility and resourcefulness. These anomalies point to the need for future research to explore boundary conditions, such as digital maturity or market orientation, which may moderate the impact of turbulence. Therefore, the negative moderating impact of technological turbulence on the relationship between entrepreneurial marketing and resilience would be less.

Alongside traditional statistical methods like SEM, the current thesis also deployed an fsQCA to analyse the configurations of the conditions, entrepreneurial marketing, hope, resilience, strategic agility, and technological turbulence that influence start-up performance. The fsQCA identified four configurations of start-up founders that enhance performance. Configuration one, 'hopeful start-up founders', suggests the presence of hope-related factors in improving start-up performance, which considers that they impact and improve performance because they possess a high level of hope. Configuration two, 'resilient start-up founders', reflects a group

of founders who consistently demonstrate adaptability, perseverance, and the ability to navigate and overcome challenges and setbacks while maintaining a clear vision and unwavering commitment to their start-up performance. Configuration three, ‘agile entrepreneurial marketers’, demonstrates a group of start-up founders who swiftly adapt their marketing strategies to dynamic market conditions by leveraging resources and innovative approaches to seize opportunities and drive growth effectively. The last configuration, ‘tech-friendly founders’, reflects those who proactively embrace and integrate emerging technologies, swiftly pivot strategies in response to tech-driven market changes, and foster a culture of continuous innovation and learning within their start-up.

While this study did not disaggregate findings by specific industries due to sample size constraints, the fsQCA results suggest that different types of start-ups may follow distinct configurational paths to achieve high performance. For example, tech-friendly start-up founders are more likely to operate in volatile environments, requiring high levels of strategic agility and hope to innovate rapidly and adapt to constant technological shifts. In this context, entrepreneurial marketing combined with founder hope and agility forms a strategic configuration that supports proactive exploration and rapid iteration. In contrast, retail start-ups often face challenges related to customer retention, supply chain management, and local market competition. These businesses may rely more heavily on resilience and strong customer relationships, supported by entrepreneurial marketing strategies focused on community engagement, service responsiveness, and customer loyalty. Thus, a different fsQCA configuration that highlights resilience and customer-centric marketing may better predict performance for retail ventures.

To strengthen the critical depth of the discussion and engagement with counterarguments, this thesis acknowledges potential alternative explanations that may influence start-up success beyond the internal constructs of entrepreneurial marketing, hope, and resilience. One key

external factor is the broader economic environment, including variables such as inflation, market uncertainty, government regulations, and industry-specific conditions . These external forces can significantly affect access to capital, customer demand, and operational stability, which in turn may shape both the perceived effectiveness of marketing strategies and the emotional responses of start-up founders (Jifri et al., 2016). While this study focused on internal psychological and strategic factors, it recognises that economic and policy contexts may also moderate or mediate the relationships examined.

Additionally, it is possible that certain unmeasured organisational or contextual factors, such as team dynamics, prior business experience, or access to social capital, could influence the observed outcomes. These factors may interact with entrepreneurial marketing practices and emotional states to amplify or suppress their impact on performance (Baranowska-Prokop & Duliniec, 2020). While controlling for all such variables was beyond the scope of the current study, their potential influence is acknowledged. Future research is encouraged to explore these dimensions using more complex, longitudinal, or mixed-method approaches to provide a more comprehensive view of start-up success drivers in dynamic environments.

6.2 Theoretical Contributions

The study makes noteworthy theoretical contributions to the literature by incorporating positive emotions into the entrepreneurial marketing–performance relationships. First, the SLR identified critical gaps and inconsistencies in the existing literature on the entrepreneurial marketing–performance relationship. By synthesising insights from 80 empirical studies, the SLR consolidated existing knowledge and paved the way for future research by offering a refined theoretical framework and highlighting critical areas for further inquiry. While scholars have relied on the resource-based view (Crick et al., 2023; Deku et al., 2023), entrepreneurial marketing theory (Bachmann et al., 2021), and effectuation theory (Alqahtani et al., 2022), the SLR proposed the merging of emotional theories to provide more holistic insights. Based on

the SLR results for considering hope and resilience as mediators, this research applied the appraisal theory and the broaden-and-build theory of positive emotions, which have yet to be used in entrepreneurial marketing–performance relationship literature. The employment of these theories has provided valuable insights into the role of cognition-based affective factors (i.e., hope and resilience) in motivating founders to enhance performance.

Second, this research advances the appraisal theory, which proposes evaluations of activities (e.g., entrepreneurial marketing) rather than activities per se to determine whether an emotion (e.g., hope and resilience) will be felt (Roseman et al., 1990). Prior research has expanded on the appraisal theory by integrating various additional variables such as social emotions (La Barbera et al., 2022), marketing medium (Wu, 2018), and narrative persuasion (Hamby & Jones, 2022). However, there needs to be more investigation that explicitly focuses on the role of entrepreneurial marketing in improving hope and resilience within the start-up context, which underscores the distinctiveness of this research.

Third, this research advances the broaden-and-build theory of positive emotions (Fredrickson, 2004) by highlighting the role of hope and resilience in the start-up context. This theory explains how hope and resilience motivate founders to find ways to uplift performance in their start-ups. Previous researchers have attempted to advance the broaden-and-build theory of positive emotions by incorporating stress-related variables (Denovan & Macaskill, 2017) and gratitude (Xiang & Yuan, 2021). However, these studies have yet to investigate the influence of hope and resilience on performance. Start-up founders who exhibit hopeful behaviour tend to broaden their thought–action repertoires, which fosters the development of various psychological capabilities, as Fredrickson (2004) suggested. This argument is supported by Ohlles (2018), who notes that founders with higher levels of hope are inclined to set new goals, explore novel strategies, and pursue growth opportunities. Their hopeful outlook drives

motivation and persistence, which enables them to overcome challenges and setbacks, stay focused, adapt to changing circumstances, and work towards achieving success to ultimately positively impact the start-up's performance. Hence, this research has expanded our understanding of positive emotions by demonstrating that start-up performance is influenced by hope and resilience.

Fourth, this thesis enriches contingency theory by identifying additional factors (e.g., strategic agility) that moderate the relationship between entrepreneurial marketing and hope among start-up founders. Fifth, this study takes a fresh perspective and diverges from previous research that predominantly perceives hope as a motivational force linked to set goals (Chen et al., 2020; Zhong et al., 2021). This study conceptualises the founder's hope and resilience as emotional responses to entrepreneurial marketing. This unique approach reveals the impacts of entrepreneurial marketing as a determinant of hope and resilience, which sets it apart from past research that mainly defines hope and resilience as a combination of beliefs, cognitions, and motivations, or a blend of these cognitive factors (Hu et al., 2021; Pleeging & Burger, 2020).

Lastly, this study stands out as one of the pioneers in applying the SEM-FsQCA hybrid approach to understand entrepreneurial marketing–performance relationships. While researchers like Drăgan et al. (2023), Sisu et al. (2024), and Suder (2023) have used the SEM-FsQCA approach, this study extended this methodology to define the clusters based on emotional factors in entrepreneurial marketing and start-up performance relationships.

6.3 Managerial Contributions

In addition to its substantial contribution to knowledge, this research carries significant practical implications for start-up founders and policymakers. The practical contributions of this SLR have significant relevance for business practitioners, particularly entrepreneurs and

founders of small and medium-sized enterprises (SMEs). This review aids entrepreneurs in identifying and navigating positive emotion mechanisms that are associated with start-up performance within the context of entrepreneurial marketing. By fostering an awareness of how emotional factors such as hope and resilience can influence start-up outcomes, entrepreneurs are better positioned to make informed decisions that mitigate risks. This proactive stance enhances their ability to capitalise on positive emotions and provides a strategic roadmap for achieving sustained performance by incorporating hope and resilience in entrepreneurial marketing practices.

The overall findings of this study suggest that entrepreneurial marketing can enhance start-up performance by incorporating positive emotions. This insight provides valuable guidance for managers and founders of start-ups in multiple aspects. First, nurturing a culture of hope within start-ups can yield significant managerial benefits (Barrios et al., 2019). Start-up founders and managers should actively cultivate an environment where entrepreneurial team members maintain positive expectations for the future despite uncertain and turbulent situations. This can be achieved by recognising and celebrating achievements, promoting a healthy work-life balance, and encouraging collaboration and teamwork. For instance, implementing regular team-building activities and offering flexible working hours can make employees feel valued and supported, which increases their overall satisfaction and hope for the future within the company. Furthermore, providing opportunities for professional growth can significantly enhance employees' hope. For example, Canva, an Australian graphic design platform, leveraged creative marketing campaigns and user-centric approaches to gain rapid traction. The success of these marketing efforts instilled hope in the founders and drove their ambition to expand globally and continuously innovate their product offerings. Another concrete example is Atlassian, a start-up that became a global software giant. The company's entrepreneurial marketing strategies of direct customer engagement and innovative product

launches fostered a strong sense of hope among its founders and team. This hope translated into a resilient and optimistic mindset that enabled them to navigate challenges and stay focused on long-term growth.

Second, given the unpredictable business landscape during environmental turbulences such as economic inflation and supply chain disruptions, building the founder's resilience is paramount for start-ups. According to Petrylaite and Rusk (2021), start-up founders should invest in entrepreneurial marketing initiatives to develop resilience among managers and team members. This could involve fostering a culture of innovation and adaptability, encouraging continuous feedback, and learning from customers (Zareimatin et al., 2014) to pivot and meet market demands quickly. In addition, regular team meetings that offer regular feedback, peer support groups, and social events can help build strong interpersonal connections and a sense of belonging that make employees feel more secure in their roles. In this regard, mental health support explicitly tailored to the challenges faced by entrepreneurs is essential. Offering accessible counselling and psychological services can help founders manage stress and maintain emotional balance. Public awareness campaigns should also be promoted to reduce the stigma surrounding mental health issues in the entrepreneurial ecosystem, encouraging founders to seek help proactively. Governments and stakeholders should also incentivise programs that help entrepreneurs develop resilience skills, such as workshops on failure recovery, crisis management, and scenario planning. Collaboration between policymakers, academia, and industry can foster the development and dissemination of best practices to strengthen entrepreneurs' psychological capital. These efforts will help build a more adaptable, hopeful, and emotionally resilient start-up ecosystem.

Furthermore, start-up founders can leverage entrepreneurial marketing to enhance their team's resilience by implementing customer-centric approaches. These approaches ensure that the

team remains focused on creating value and solving real customer problems, which boosts resilience during tough times. Start-up founders can also improve team resilience by leveraging resources such as strategic partnerships (Brinthaupt et al., 2019) with their suppliers or retailers of their products, which can provide additional support and opportunities without significant financial investment. For example, Afterpay, an Australian fintech start-up (Aalders, 2023), faced regulatory and competitive challenges early on. They maintained customer trust and loyalty by focusing on creative entrepreneurial marketing and forming strategic partnerships for resource leveraging. This marketing success fortified their resilience, which allowed them to adapt to regulatory changes and expand internationally and eventually led to Square Inc.'s successful acquisition. For instance, Go1, a Queensland-based edtech start-up (Queensland Government, 2023) founded by Andrew Barnes and Vu Tran, illustrates how a hopeful vision for accessible workplace learning fuelled its global expansion. Despite initial funding challenges, the founders remained optimistic and built strategic partnerships that enabled Go1 to become a leading content hub for corporate training. Another compelling example is Brighte, a clean energy finance platform founded by Katherine McConnell (2019). Brighte's journey demonstrates resilience in the face of regulatory uncertainty and the complexities of scaling a fintech in the energy space. McConnell's persistent belief in the mission of affordable clean energy access helped the company secure major funding rounds and gain consumer trust. Another example is Airbnb, which leveraged entrepreneurial marketing to build a resilient brand during its early years. Airbnb initially faced resistance from traditional hospitality sectors and regulatory hurdles; however, its founders used entrepreneurial marketing tactics to foster a community-driven brand image. These efforts built a loyal user base and strong community support, which provided the resilience needed to navigate legal challenges and expand globally. This resilience was crucial when the COVID-19 pandemic severely impacted on the travel industry; Airbnb quickly adapted its marketing strategies to focus on local stays

and experiences that helped the company recover and grow even more robust.

Third, to align with the objectives of Goal 9 of the SDGs (Gionfriddo & Piccaluga, 2024), to cultivate hope in founders and enhance economic and financial resilience in start-ups, policymakers should implement financial measures such as offering grants, low-interest loans, and tax relief to ensure adequate funding and cash flow management. To support growth and innovation, policymakers should also promote access to diverse funding sources, including venture capital and government-backed investment funds. Simplifying regulatory processes (Chambers et al., 2023) and providing financial literacy training can help start-ups navigate financial challenges effectively (Friske & Cockrell, 2019), while encouraging diversification of revenue streams and developing robust business continuity plans will further strengthen start-ups' ability to withstand future economic shocks. For example, the Small Business Innovation Research (SBIR) program in the United States provides government grants to start-ups working on innovative projects, which helps them secure early-stage funding without diluting ownership. Similarly, in Europe, the European Investment Fund (EIF) collaborates with venture capital firms to provide funding to high-potential start-ups, which fosters a robust ecosystem for innovation and growth.

Furthermore, universities play a pivotal role in bolstering the resilience of start-ups. By providing access to state-of-the-art research facilities, mentorship from seasoned faculty, and networking opportunities with potential investors and industry leaders, these institutions significantly contribute to the start-up ecosystem. They also offer incubator programs, funding, and collaborative spaces to foster resilience in start-ups, as seen in initiatives like ACU CO-Lab at Australian Catholic University, Australia, and business incubators at other universities in various countries. For instance, the Massachusetts Institute of Technology (MIT) in the United States programs grant start-ups' access to research facilities, mentorship from

experienced faculty, and networking events with potential investors and industry leaders. This comprehensive support system aids start-ups in overcoming challenges and scaling their operations. Similarly, the University of Technology Sydney (UTS), Australia, spearheads the UTS Start-ups initiative, which includes ProtoSpace, a cutting-edge 3D printing facility, and various incubation programs that connect entrepreneurs with industry experts and investors.

Lastly, according to Barahmah et al. (2022), this study suggests that encouraging strategic agility is necessary for creating and maintaining a hopeful start-up. Adapting quickly to changing circumstances is essential when facing environmental turbulences and ever-changing technological requirements. Founders should cultivate strategic agility by enabling start-ups to respond swiftly to emerging opportunities and threats (Clauss et al., 2021). This involves embracing a mindset of continuous learning and experimentation, where failure is seen as a natural part of the innovation process.

Start-up founders can also foster a flexible work environment that encourages rapid reaction. Spotify is a prime example of encouraging strategic agility in action. Initially launched as a music streaming service, Spotify continually adapted its strategies by incorporating personalised playlists, podcasts, and exclusive content. This flexibility allowed it to stay ahead of market trends and maintain a hopeful outlook for future growth. Similarly, Instagram began as a photo-sharing app but quickly pivoted to include features like stories and reels in response to user demands and competition. This strategic agility kept the platform relevant and fostered a sense of hope and innovation within the company, which has driven its sustained success.

6.4 Limitations and Future Research Potential

While this research has provided valuable insights into the relationship between entrepreneurial marketing and start-up performance, it is essential to acknowledge its limitations. First, this research primarily focused on the role of hope and resilience in

translating entrepreneurial marketing into performance in start-ups. However, there is still a need to explore other psychological factors that could influence the entrepreneurial marketing–performance relationship and were not fully explored as they were beyond the scope of this research. Additional psychological and social factors, such as the perceived risk of start-up establishment (Martínez et al., 2023), contentment, serenity, happiness, optimism, or interest (Feldman & Kubota, 2015), external economic conditions, resource gain and loss, socio-demographic characteristics and social capital could significantly bridge the entrepreneurial marketing–performance gap. Future research could also explore the interplay of negative emotions (like regret, anger, sadness and fear) and their effects on the entrepreneurial marketing–performance relationship to provide a more comprehensive understanding.

In addition, the current study draws on theories such as the broaden-and-build theory and appraisal theory due to their strong relevance in explaining how positive emotions and strategic capabilities influence entrepreneurial outcomes. However, considering alternative theoretical lenses could provide a more layered understanding of the relationships examined. While the current study primarily drew on theories that directly connect positive emotions and entrepreneurial marketing to start-up performance, incorporating these additional perspectives could enrich the theoretical foundation and broaden the interpretative lens of the findings. Specifically, the self-determination theory (Deci & Ryan, 2012) offers a valuable framework to understand how intrinsic motivation and the fulfilment of psychological needs, namely autonomy, competence, and relatedness, could influence founders' engagement in entrepreneurial marketing. For instance, a founder's sense of autonomy in decision-making and competence in marketing skills may shape how emotional resources like hope or resilience are channelled into entrepreneurial efforts. This could be particularly relevant when exploring how internal motivations interact with marketing behaviours under uncertainty.

Similarly, social cognitive theory (Bandura, 1989; Schunk & DiBenedetto, 2020) emphasises

the importance of self-efficacy, observational learning, and outcome expectations in shaping entrepreneurial behaviour. Founders with strong self-efficacy beliefs might be more likely to adopt innovative marketing strategies, especially after observing peers succeed under similar conditions. Moreover, social cognitive theory would allow a more nuanced exploration of how external influences, such as social capital or exposure to successful entrepreneurial models, impact the use of emotional and marketing strategies in start-ups.

Second, the research relied heavily on a quantitative approach and self-report measures (e.g., hope, resilience, and performance), which are subject to certain limitations and can therefore affect the reliability and validity of the findings. Social desirability or memory recall bias may influence participants' responses and lead to potential data inaccuracies (Jann et al., 2019). Incorporating more objective measures, such as observational methods (for strategic agility) or physiological standard measures (for resilience), could provide a more comprehensive understanding of the actual performance of start-ups. Further, future research could adopt a mixed-methods approach to complement these findings with richer, experience-based narratives. This would deepen understanding of how hope and resilience are developed and expressed in specific entrepreneurial contexts.

The third limitation of this study is the generalisability of the findings related to hope and resilience. While the research provided valuable insights into the mediating effects of these positive psychological constructs on the association between entrepreneurial marketing and start-up performance, the context-specific nature of the Australian sample may restrict the applicability of the results to broader populations. The study primarily focused on Australian start-ups within a specific context, which exhibit unique characteristics that are not representative of other contexts. Additionally, political, economic, and regulatory differences across different countries can significantly influence the role of hope and resilience in

entrepreneurial settings and start-ups (Chambers et al., 2023). Consequently, caution should be exercised when extrapolating these findings to start-ups in other countries and diverse economic and political environments, and further research is needed to validate the observed relationships in varied demographic and industry contexts.

Fourth, as this study was conducted in Western culture, future research should focus on the cultural effects on positive emotions such as hope and resilience, particularly as they relate to entrepreneurial marketing and start-up performance. Western and Eastern communities often exhibit distinct cultural characteristics that influence positive emotional expression and psychological mechanisms. In Western cultures, individualism dominates, and personal achievement and autonomy are emphasised, which potentially fosters higher levels of self-initiated hope and resilience (Nalipay et al., 2020). In contrast, Eastern cultures, which often prioritise collectivism and community support, might experience these emotions differently, with resilience and hope closely tied to social harmony and familial support (Zareimatin et al., 2014). Understanding these cultural specifications is crucial for developing a more comprehensive framework of how hope and resilience mediate entrepreneurial marketing and start-up success across diverse cultural settings. Therefore, to enrich the theoretical and practical implications of entrepreneurial marketing strategies globally, future studies should investigate these cultural variations to determine whether the mediating effects observed in one cultural context hold in others. Further, the current study includes a diverse sample spanning multiple industries; the sample size for some sectors may limit the statistical power of such subgroup analyses. This represents an important avenue for future research with larger, industry-focused samples to better understand contextual variations. Contextual factors such as socio-demographic characteristics (age, education, entrepreneurial experience), industry sector, firm size, market dynamics, and social capital can significantly shape both the development of positive emotions (Shepherd & Patzelt, 2017) and the effectiveness of

entrepreneurial marketing strategies (Baron, 2008). Regarding fsQCA, although complete industry-level analysis was beyond the scope of this thesis, the potential differences identified in the relevant section highlight the value of future research that explores sector-specific configurations. Such inquiry could inform more tailored entrepreneurial strategies, helping founders align psychological resources and marketing approaches with their industry context.

Fifth, this research provided valuable insights into the moderating role of strategic agility and technological turbulence in the relationships between entrepreneurial marketing, hope, and resilience. Future studies should explore the role of other external stimuli in shaping the relationship between entrepreneurial marketing and the perception of positive emotions such as hope and resilience. External factors like market conditions, government policies, economic stability (Sun et al., 2022), and resource access can significantly influence how entrepreneurial marketing strategies are perceived and impact on start-up performance. For instance, supportive economic policies and a robust market environment might amplify the positive effects of entrepreneurial marketing by fostering greater hope and resilience among entrepreneurs. Conversely, adverse conditions could mitigate these emotions, irrespective of the marketing efforts (Tunku Abaidah et al., 2024). Investigating these external stimuli will help develop adaptive, entrepreneurial marketing strategies that can withstand varying external challenges and leverage supportive conditions to ensure more consistent outcomes across different entrepreneurial ecosystems.

Lastly, the research did not thoroughly consider business environmental factors and how they may change over time. Following Sarma et al. (2022), external factors such as evolving economic and financial situations, entrepreneurial and start-up events, tax breaks, interest rates (in the Australian financial system), and the Australian entrepreneurial ecosystem (Becker & Endenich, 2022) can influence founders' emotions. Further studies could provide valuable

insights into how these contextual factors interact with the variables studied and their impact on the entrepreneurial marketing–performance relationship in the start-up context. Additionally, this study identifies associations between entrepreneurial marketing, positive emotions (hope and resilience), and start-up performance at a single point in time. Given this study's scope and resource limitations, a longitudinal design was not feasible. However, future research could build on these findings by employing longitudinal or experimental methods to track how hope, resilience, and marketing behaviours unfold and interact over time.

6.5 Conclusion

The primary aim of the current thesis was to consider emotional and contingent factors that affect the relationship between entrepreneurial marketing and start-up performance. This thesis was structured into six chapters. Chapter One provided an overview of entrepreneurial marketing, start-up performance, and the role of positive emotions such as hope and resilience, strategic agility, and technological turbulence. It identified research gaps in the existing literature and outlined the key questions this thesis aimed to answer. The chapter detailed the contributions of the thesis to contemporary knowledge on entrepreneurial marketing and start-up performance, and presented the research questions and the conceptual framework. It also positioned the study's theoretical and managerial significance and outlined the structure of the thesis.

Chapter Two conducted the SLR to comprehensively understand the entrepreneurial marketing–performance relationship by synthesising 80 empirical research papers published over the past 27 years. Employing bibliometric tools (VOSViewer), the review highlighted the increase in publications, the dominance of particular theories, and a geographic concentration in studies. The chapter conceptualised a conceptual model of the entrepreneurial marketing–performance relationship. It identified future research directions and called for more research on the role of positive emotions like hope and resilience. It also suggested exploring them

through various research methods such as experiments and surveys.

Chapter Three reviewed the appraisal, broaden-and-build, and contingency theories that underpinned the research. It developed six hypotheses by reviewing the literature on entrepreneurial marketing and its dimensions, the positive emotions of hope and resilience, and start-up performance. The chapter also discussed strategic agility and technological turbulence as possible moderating factors in the relationship between entrepreneurial marketing and start-up performance.

Chapter Four provided an in-depth description of the study's methodology. It elaborated on the research context, sampling frame, questionnaire development, and data collection methods. The study adopted positivism as its fundamental paradigm and was designed as a quantitative study that used self-administered surveys via the online platform Qualtrics in Australia. The chapter measured four focal constructs and two moderating variables by constructing surveys and two experiments for start-up founders.

Chapter Five presented the results of the analytical methods used: t-tests, SEM, and fsQCA. These methods were used to understand the role of entrepreneurial marketing and related constructs in shaping start-up performance. The t-tests revealed differences between participant groups in scenario-based experiments and highlighted the influence of hope and resilience. The SEM analysed the complex relationships between constructs, and the fsQCA identified configurations of conditions that affect start-up performance.

Chapter Six comprehensively summarised the research findings and highlighted the significant contributions, key conclusions, and theoretical and managerial contributions. It also outlined the research limitations and suggested avenues for future research to thoroughly synthesise the study's overall impact and areas for continued investigation.

REFERENCES

- Aalders, R. (2023). Buy now, pay later: redefining indebted users as responsible consumers. *Information, Communication & Society*, 26(5), 941-956.
- Acock, A. C. (2005). Working with missing values. *Journal of Marriage and Family*, 67(4), 1012–1028.
- Adel, H. M., Mahrous, A. A., & Hammad, R. (2020). Entrepreneurial marketing strategy, institutional environment, and business performance of SMEs in Egypt. *Journal of Entrepreneurship in Emerging Economies*, 12(5), 727–746.
- Adil, M., Sadiq, M., Jebarajakirthy, C., Maseeh, H. I., Sangroya, D., & Bharti, K. (2022). Online service failure: antecedents, moderators and consequences. *Journal of Service Theory and Practice*, 32(6), 797-842.
- Ahammad, M. F., Basu, S., Munjal, S., Clegg, J., & Shoham, O. B. (2021). Strategic agility, environmental uncertainties and international performance: The perspective of Indian firms. *Journal of World Business*, 56(4), Article 101218.
- Ahmad, S. Z., & Saber, H. (2015). Understanding marketing strategies with particular reference to small- and medium-sized hotel businesses in the United Arab Emirates. *Tourism and Hospitality Research*, 15(2), 115–129.
- Ahmadi, H., & O'Cass, A. (2016). The role of entrepreneurial marketing in new technology ventures' first product commercialisation. *Journal of Strategic Marketing*, 24(1), 47–60.
- Akgün, A. E., Erdil, O., Keskin, H., & Muceldilli, B. (2016). The relationship among gratitude, hope, connections, and innovativeness. *Service Industries Journal*, 36(3-4), 102-123.
- Al Taweel, I. R., & Al-Hawary, S. I. (2021). The mediating role of innovation capability on the relationship between strategic agility and organizational performance . *Sustainability (Switzerland)*, 13(14), Article 7564.
- Aldianto, L., Anggadwita, G., Permatasari, A., Mirzanti, I. R., & Williamson, I. O. (2021). Toward a business resilience framework for start-ups . *Sustainability (Switzerland)*, 13(6), Article 3132.
- Alford, P., & Page, S. J. (2015). Marketing technology for adoption by small business. *Service Industries Journal*, 35(11-12), 655-669.
- Alharahsheh, H. H., & Pius, A. (2020). A review of key paradigms: Positivism VS interpretivism. *Global Academic Journal of Humanities and Social Sciences*, 2(3), 39-43.
- Alqahtani, N., & Uslay, C. (2020). Entrepreneurial marketing and firm performance: Synthesis and conceptual development . *Journal of Business Research*, 113, 62-71.
- Alqahtani, N., & Uslay, C. (2022). Marketing/entrepreneurship interface research priorities (2023–2026) [Review]. *Journal of Research in Marketing and Entrepreneurship*, 24(2), 405-419.
- Alqahtani, N., Uslay, C., & Yenyurt, S. (2022). Entrepreneurial marketing and firm performance: scale development, validation, and empirical test. *Journal of Strategic Marketing*, 1-22.
- Alqahtani, N., Uslay, C., & Yenyurt, S. (2023). A Comparative Analysis of Market Orientation, Entrepreneurial Orientation, Entrepreneurial Marketing, and Firm Performance: An Abstract. In *Developments in Marketing Science: Proceedings of the Academy of*

Marketing Science (pp. 87-88).

Alqahtani, N., Uslay, C., & Yeniyurt, S. (2023). Comparing the moderated impact of entrepreneurial orientation, market orientation, and entrepreneurial marketing on firm performance. *Journal of Small Business Management*, 1-38.

Alqahtani, N., Uslay, C., & Yeniyurt, S. (2024). Strategic performance blueprint: Optimizing business performance through tailoring strategic postures to environmental and institutional contexts. *Journal of the International Council for Small Business*.

Alshagawi, M., & Mabkhot, H. (2024). The impact of strategic entrepreneurship and entrepreneurial marketing, entrepreneurship values on small and medium enterprises' performance: evidence from Saudi Arabia. *Cogent Business and Management*, 11(1),

Altinay, L., Madanoglu, M., De Vita, G., Arasli, H., & Ekinici, Y. (2016). The interface between organizational learning capability, entrepreneurial orientation, and SME growth. *Journal of Small Business Management*, 54(3), 871-891.

Aminova, M., & Marchi, E. (2021). The role of innovation on start-up failure vs. its success. *International Journal of Business Ethics and Governance*, 4(1), 41-72.

Amjad, T., Abdul Rani, S. H. B., & Sa'atar, S. B. (2020). Entrepreneurship development and pedagogical gaps in entrepreneurial marketing education . *International Journal of Management Education*, 18(2), Article 100379.

Andrews, R., Beynon, M. J., & McDermott, A. M. (2016). Organizational capability in the public sector: A configurational approach. *Journal of Public Administration Research and Theory*, 26(2), 239-258.

Anis, A. (2022). Pre and Post COVID-19 Disparity of Financial Performance of Oil and Gas Firms: An Absolute and Relational Study . *International Journal of Energy Economics and Policy*.

Arifiani, L., Prabowo, H., Furinto, A. F., & Kosasih, W. (2022). Respond to environmental turbulence sparks firm performance by embracing business model transformation: an empirical study on the internet service provider in Indonesia . *Foresight*, 25(1), 241-228.

Ariza Eka Yusendra, M., Paramitasari, N., & Rahmawati, L. (2020). Building and enhancing start-up business performance using entrepreneurial marketing and collaborative business incubation. *International Journal of Psychosocial Rehabilitation*, 24(1), 1241-1255.

Arshi, T. A., Pleshko, L. P., Begum, V., & Butt, A. S. (2023). Can entrepreneurial marketing compensate for late market entry? A moderated mediation analysis . *Heliyon*, 9(5), Article e15808.

Astuti, R. D., & Balqiah, T. E. (2020). Entrepreneurial marketing orientation of young SME owners in Indonesia . *International Journal of Entrepreneurial Venturing*, 12(4), 376-394.

Astuti, R. D., Afiff, A. Z., & Balqiah, T. E. (2017, September). Which SMEs has the best marketing performance? *The 12th European Conference on Innovation And Entrepreneurship Ecie 2017*

Astuti, R. D., Afiff, A. Z., & Balqiah, T. E. (2018). Entrepreneurial Marketing and Marketing Strategies of SMEs on Marketing Performance: An Empirical Analysis of Fit. *Pertanika Journal of Social Science and Humanities*, 26, 39-53.

Attuahene-Gima, K., & Ko, A. (2001). An empirical investigation of the effect of market orientation and entrepreneurship orientation alignment on product innovation. *Organization Science*, 12(1), 54-74.

- Australian Bureau of Statistics (March 2024). ABS Counts of Australian Business.
- Australian Small Business and Family Enterprise Ombudsman, (August 2023). Number of small businesses in Australia.
- Avey, J. B., Nimnicht, J. L., & Pigeon, N. G. (2010). Two field studies examining the association between positive psychological capital and employee performance. *Leadership & Organization Development Journal*, 31(5), 384–401.
- Aziz, R., & Rahman, Z. (2022). Brand hate: a literature review and future research agenda. *European Journal of Marketing*, 56(7), 2014-2051.
- Azizi, M. R., Atlasi, R., Ziapour, A., Abbas, J., & Naemi, R. (2021). Innovative human resource management strategies during the COVID-19 pandemic: A systematic narrative review approach. *Heliyon*, 7(6), e07233.
- Bachmann, J.-T., Ohlies, I., & Flatten, T. (2021). Effects of entrepreneurial marketing on new ventures' exploitative and exploratory innovation: The moderating role of competitive intensity and firm size. *Industrial Marketing Management*, 92, 87-100.
- Baharum, H., Ismail, A., Awang, Z., McKenna, L., Ibrahim, R., Mohamed, Z., & Hassan, N. H. (2023). The study adapted instruments based on Confirmatory Factor Analysis (CFA) to validate measurement models of latent constructs—*International Journal of Environmental Research and Public Health*, 20(4), 2860.
- Bandura, A. (1989). Human agency in social cognitive theory. *American psychologist*, 44(9), 1175.
- Bapat, D., & Khandelwal, R. (2023). Antecedents and consequences of consumer hope for digital payment app services. *Journal of Services Marketing*, 37(1), 110-127.
- Barahmah, M., Al-Awlaqi, M. A., AL-Tahitah, A., Habtoor, O., & Kamaruzzaman, K. (2022). The impact of strategic agility on sustainable competitive advantage in the Yemeni manufacturing industry. In *Proceedings of International Conference on Emerging Technologies and Intelligent Systems: ICETIS 2021 (Volume 1)* (pp. 404-418). Springer International Publishing.
- Baranowska-Prokop, E., & Duliniec, E. (2020). Managerial and organizational determinants of entrepreneurial marketing in a global context. In *Entrepreneurial Marketing and International New Ventures: Antecedents, Elements and Outcomes* (pp. 54-80).
- Baron, R. A. (2008). The role of affect in the entrepreneurial process. *Academy of Management Review*, 33(2), pp.328–340.
- Barrios, A., Reficco, E., & Taborda, R. (2019). Training effects on subsistence entrepreneurs' hope and goal attainment. *Education+ Training*, 61(7/8), 895-917.
- Basha, M. B., Ghafar, A., Alzarooni, M. A., Alzoubi, H. M., Ghazal, T. M., & Alshurideh, M. T. (2023). entrepreneurial marketing strategy and customer loyalty: an empirical evidence from coffee shops . *Corporate and Business Strategy Review*, 4(1), 182-188.
- Battisti, M., Beynon, M., Pickernell, D., & Deakins, D. (2019). Surviving or thriving: The role of learning for the resilient performance of small firms. *Journal of Business Research*, 100, 38-50.
- Becherer, R. C., & Helms, M. M. (2016). The role of entrepreneurial marketing in improving market share for small businesses facing external environmental or resource challenges . *Journal of Business and Entrepreneurship*, 27(2), 119-147.

- Becherer, R. C., Helms, M. M., & McDonald, J. P. (2012). The effect of entrepreneurial marketing on outcome goals in SMEs . *New England Journal of Entrepreneurship*, 15(1), 7-18.
- Becker, S. D., & Eendenich, C. (2022). Entrepreneurial Ecosystems as Amplifiers of the Lean Startup Philosophy: Management Control Practices in Earliest-Stage Startups*. *Contemporary Accounting Research*, 40(1), 624-667.
- Belliveau, J., Soucy, K. I., & Yakovenko, I. (2022). The validity of qualtrics panel data for research on video gaming and gaming disorder. *Experimental and Clinical Psychopharmacology*, 30(4), 424.
- Bendickson, J. S., Muldoon, J., Liguori, E. W., & Midgett, C. (2017). High performance work systems: A necessity for start-ups. *Journal of Small Business Strategy*, 27(2), 1-12.
- Berger, E. S. (2016). Is qualitative comparative analysis an emerging method?—Structured literature review and bibliometric analysis of QCA applications in business and management research. *Complexity in Entrepreneurship, Innovation and Technology Research: Applications of Emergent and Neglected Methods*, 287-308.
- Berman, T., Stuckler, D., Schallmo, D., & Kraus, S. (2024). Drivers and success factors of digital entrepreneurship: A systematic literature review and future research agenda. *Journal of Small Business Management*, 62(5), 2453-2481.
- Beyhan, B., & Findik, D. (2022). Selection of Sustainability Startups for Acceleration: How Prior Access to Financing and Team Features Influence Accelerators' Selection Decisions . *Sustainability (Switzerland)*.
- Bhatt, B., & Rana, N. (2022). The Relationship Between Workplace Ostracism and Adaptive Performance: Moderating Role of Hope. *An International Journal of Research in Management*, 38.
- Birchall, J., & Ketilson, L. H. (2009). Resilience of the cooperative business model in times of crisis. *International Labour Organisation*, 27(12), 327-364.
- Block, J. H., De Vries, G., Schumann, J. H., & Sandner, P. (2014). Trademarks and venture capital valuation. *Journal of Business Venturing*, 29(4), 525-542.
- Bocconcelli, R., Cioppi, M., Fortezza, F., Francioni, B., Pagano, A., Savelli, E., & Splendiani, S. (2018). SMEs and Marketing: A Systematic Literature Review. *International Journal of Management Reviews*, 20(2), 227-254.
- Borge, A. I. H., Motti-Stefanidi, F., & Masten, A. S. (2016). Resilience in developing systems: The promise of integrated approaches for understanding and facilitating positive adaptation to adversity in individuals and their families [Editorial]. *European Journal of Developmental Psychology*, 13(3), 293-296.
- Brinthaup, T. M., Cruz, L., Otto, S., & Pinter, M. (2019). A framework for the strategic leveraging of outside resources to enhance CTL effectiveness. *To Improve the Academy*, 38(1), 82-94.
- Browne, M. W., & Cudeck, R. (1992). Alternative ways of assessing model fit. *Sociological methods & research*, 21(2), 230-258.
- Bruce, H. L., Rooney, T., & Krolukowska, E. (2023). Women microbusiness owners' entrepreneurial marketing decision-making during a crisis. *Journal of Marketing Management*, 39(17-18), 1800-1832.
- Bruckner, M. T., Steininger, D. M., Bertleff, M., & Veit, D. J. (2022). Crowdfunding and

entrepreneurial failure: Why do overfunded start-ups collapse? *International Journal of Entrepreneurial Venturing*.

Brush, G. J., & Soutar, G. N. (2022). A Rasch analysis of service performance in a tourism context. *Journal of Business Research*, 139, 338-353.

Bryman, A., & Bell, E. (2007). *Business research methods (2nd ed.)*. Oxford University Press.

Buccieri, D., & Park, J. (2022). Entrepreneurial marketing and reconfiguration towards post-entry performance: Moderating effects of market dynamism and entry mode . *Journal of Business Research*, 148, 89-100.

Buccieri, D., Javalgi, R. G., & Gross, A. (2022). Examining the formation of entrepreneurial resources in emerging market international new ventures. *Industrial Marketing Management*, 103, 1-12.

Buccieri, D., Javalgi, R. R. G., & Gross, A. (2023). Innovation and differentiation of emerging market international new ventures the role of entrepreneurial marketing. *Journal of Strategic Marketing*, 31(3), 549-577.

Budescu, M., & Feldman, D. B. (2023). When it comes to hope, the rich get richer: A daily diary study of fluctuations in state hope . *Personality and Individual Differences*, 205, Article 112072.

Caliendo, M., Kritikos, A. S., Rodriguez, D., & Stier, C. (2023). Self-efficacy and entrepreneurial performance of start-ups. *Small Business Economics*, 61(3), 1027-1051.

Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., Bywaters, D., & Walker, K. (2020). Purposive sampling: complex or simple? Research case examples. *Journal of research in Nursing*, 25(8), 652-661.

Cantamessa, M., Gatteschi, V., Perboli, G., & Rosano, M. (2018). Startups' roads to failure. *Sustainability*, 10(7), 2346.

Capatina, A., Bleoju, G., & Kalisz, D. (2024). Falling in love with strategic foresight, not only with technology: European deep-tech startups' roadmap to success. *Journal of Innovation & Knowledge*, 9(3), 100515.

Carver, C. S., Coleman, A. E., & Glass, D. C. (1976). The coronary-prone behavior pattern and the suppression of fatigue on a treadmill test. *Journal of personality and social psychology*, 33(4), 460.

Casprini, E., Pucci, T., & Zanni, L. (2022). From growth goals to proactive organizational resilience: first evidence in women-led and non-women-led Italian wineries. *Review of Managerial Science*, 1-20.

Cavana, R., Delahaye, B., & Sekaran, U. (2001). *Applied business research: Qualitative and quantitative methods*. new york: John willey & sons. In: Inc.

Cavanaugh, L. A., Cutright, K. M., Luce, M. F., & Bettman, J. R. (2011). Hope, pride, and processing during optimal and nonoptimal times of day. *Emotion*, 11(1), 38.

Cavicchioli, M., & Kocollari, U. (2021). Learning from Failure: Big Data Analysis for Detecting the Patterns of Failure in Innovative Startups. *Big Data*, 9(2), 79-88.

Ceoworld Magazine, 2024; <https://ceoworld.biz/2024/04/09/ranked-worlds-most-startup-friendly-countries-2024/>

Chak, C. M., Carminati, L., & Wilderom, C. P. (2022). Hope, goal-commitment and-stress

mediating between collaborative leadership, financial resources and performance. *International Journal of Productivity and Performance Management*, 72(10), 2785-2807.

Chambers, D., McLaughlin, P. A., & Sherouse, O. (2023). Regulation, entrepreneurship, and dynamism. *Empirical Economics*, 64(5), 2449-2466.

Chaston, I. (1997). Small firm performance: assessing the interaction between entrepreneurial style and organizational structure. *European Journal of Marketing*, 31(11-12), 814-831.

Chaudhury, S. R., Albinsson, P. A., Shows, G. D., & Moench, V. (2014). The winemaker as entrepreneurial marketer: an exploratory study. *International Journal of Wine Business Research*, 26(4), 259-+.

Chen, J., Huebner, E. S., & Tian, L. (2020). Longitudinal relations between hope and academic achievement in elementary school students: Behavioral engagement as a mediator. *Learning and Individual Differences*, 78, 101824.

Chen, J., Neubaum, D. O., Reilly, R. R., & Lynn, G. S. (2015). The relationship between team autonomy and new product development performance under different levels of technological turbulence. *Journal of Operations Management*, 33, 83-96.

Chen, Y. H. (2024). The Innovative Entrepreneurial Marketing Journey and Sustainable Development of Southeast Asian Immigrants. *Sustainability*, 16(7), 2815.

Cheng, Y., & Fisk, A. (2022). Contingency theory informs relationship management: Exploring the contingent organization-public relationships (COPR) in a crisis of Mainland China. *Public Relations Review*, 48(2), 102178.

Chowdhury, M. M. H., Quaddus, M., & Agarwal, R. (2019). Supply chain resilience for performance: role of relational practices and network complexities. *Supply Chain Management: An International Journal*, 24(5), 659-676.

Christofi, M., Kaufmann, H. R., Vrontis, D., & Leonidou, E. (2013). Cause-related marketing and strategic agility: An integrated framework for gaining the competitive advantage . *World Review of Entrepreneurship, Management and Sustainable Development*, 9(4), 518-542.

Ciampi, F., Marzi, G., & Rialti, R. (2018). Artificial intelligence, big data, strategic flexibility, agility, and organizational resilience: A conceptual framework based on existing literature.

Clauss, T., Abebe, M., Tangpong, C., & Hock, M. (2021). Strategic Agility, Business Model Innovation, and Firm Performance: An Empirical Investigation . *IEEE Transactions on Engineering Management*, 68(3), 767-784.

Collins, J., Krivokapic-Skoko, B., Jordan, K., Babacan, H., & Gopalkrishnan, N. (2020). Cosmopolitan place making in Australia: Immigrant minorities and the built environment in cities, regional and rural areas. Springer Nature.

Collinson, E., & Shaw, E. (2001). Entrepreneurial marketing – a historical perspective on development and practice . *Management Decision*, 39(9), 761-766.

Corrêa, V. S., Queiroz, M. M., Cruz, M. A., & Shigaki, H. B. (2022). Entrepreneurial orientation far beyond opportunity: the influence of the necessity for innovativeness, proactiveness and risk-taking. *International Journal of Entrepreneurial Behaviour and Research*, 28(4), 952-979.

Costantini, A., & Sartori, R. (2018). The intertwined relationship between job crafting, work-related positive emotions, and work engagement. Evidence from a positive psychology intervention study . *Open Psychology Journal*, 11(1), 210-221.

- Creswell, J. W., & Clark, V. L. P. (2017). *Designing and conducting mixed methods research*. Sage publications.
- Crick, J. M. (2021). The dimensionality of the market orientation construct. *Journal of Strategic Marketing*, 29(4), 281-300.
- Crick, J. M., Crick, D., & Ferrigno, G. (2023). Coopetition and the marketing/entrepreneurship interface in an international arena, *International Journal of Entrepreneurial Behavior & Research*, 31(2/3), 414-455.
- Crick, J. M., Karami, M., & Crick, D. (2021). The impact of the interaction between an entrepreneurial marketing orientation and coopetition on business performance . *International Journal of Entrepreneurial Behaviour and Research*, 27(6), 1423-1447.
- Crick, J.M., Crick, D. and Ferrigno, G. (2023), "Coopetition and the marketing/entrepreneurship interface in an international arena", *International Journal of Entrepreneurial Behavior & Research*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/IJEBr-01-2022-0099>
- Crittenden, V. L., Crittenden, W. F., & Kemp, A. (2023). Influential entrepreneurs and entrepreneurial influencers: are they two sides of the same coin? Early Access]. *Journal of Marketing Theory and Practice*.
- Cubukcu, C., & Gulsecen, S. (2020). How Entrepreneurs Utilise Accelerators: A Demographic Factor Analysis in Turkey using Regression. *Seed*, 11(7).
- Dabić, M., Vlačić, B., Kiessling, T., Caputo, A., & Pellegrini, M. (2023). Serial entrepreneurs: A review of literature and guidance for future research. *Journal of Small Business Management*, 61(3), 1107-1142.
- Dahlberg, R., & Guay, F. (2015). Creating resilient SMEs: is business continuity management the answer? *WIT Transactions on The Built Environment*, 168, 975-984.
- Dana, L. P., Kumar, S., Pandey, N., & Sureka, R. (2021). The journal of small business management: A bibliometric overview of 1996–2019. *Journal of Small Business Management*, 59(sup1), S215-S236.
- De Faria, V. F., Santos, V. P., & Zaidan, F. H. (2021). The business model innovation and lean start-up process supporting start-up sustainability, *Procedia Computer Science*, 181, 93-101..
- Deci, E. L., & Ryan, R. M. (2012). Self-determination theory. *Handbook of theories of social psychology*, 1(20), 416-436.
- Deku, W. A., Wang, J., & Das, N. (2023). Innovations in entrepreneurial marketing dimensions: evidence of Halal food SMEs in Ghana. *Journal of Islamic Marketing*, 14(3), 680-713.
- Demirtas, A. S. (2021). Predictive roles of state hope and cognitive control/flexibility in state anxiety during COVID-19 outbreak in Turkey . Dusunen Adam - *The Journal of Psychiatry and Neurological Sciences*, 34(1), 89-96.
- Demmer, W. A., Vickery, S. K., & Calantone, R. (2011). Engendering resilience in small-and medium-sized enterprises (SMEs): a case study of Demmer Corporation. *International Journal of Production Research*, 49(18), 5395-5413.
- Denovan, A., & Macaskill, A. (2017). Stress, resilience and leisure coping among university students: applying the broaden-and-build theory. *Leisure Studies*, 36(6), 852-865.
- Dhameria, V., Hidayat, A., Ghazali, I., & Aryanto, V. D. W. (2021). Networking Capability, Entrepreneurial Marketing, Competitive Advantage, and Marketing Performance: A Case

- Study of Embroidery SMEs in Indonesia. *The Journal of Asian Finance, Economics and Business*, 8(6), 319-326.
- Dietz, J., & Kleinlogel, E. P. (2014). Wage Cuts and Managers' Empathy: How a Positive Emotion Can Contribute to Positive Organizational Ethics in Difficult Times. *Journal of Business Ethics*, 119(4), 461-472.
- Bapat, D., & Khandelwal, R. (2023). Antecedents and consequences of consumer hope for digital payment apps services. *Journal of Services Marketing*, 37(1), 110-127.
- Douglas, B. D., Ewell, P. J., & Brauer, M. (2023). Data quality in online human-subjects research: Comparisons between MTurk, Prolific, CloudResearch, Qualtrics, and SONA. *Plos one*, 18(3), e0279720.
- Doz, Y. (2020). Fostering strategic agility: How individual executives and human resource practices contribute . *Human Resource Management Review*, 30(1), 100693, Article 100693.
- Doz, Y., & Kosonen, M. (2008). The dynamics of strategic agility: Nokia's rollercoaster experience. *California management review*, 50(3), 95-118.
- Drăgan, G. B., Arfi, W. B., Tiberius, V., & Ammari, A. (2023). Gravitating exogenous shocks to the next normal through entrepreneurial coopetive interactions: A PLS-SEM and fsQCA approach. *Journal of Business Research*, 157, 113627.
- Dubreuil, P., Ben Mansour, J., Forest, J., Courcy, F., & Fernet, C. (2021). Strengths use at work: Positive and negative emotions as key processes explaining work performance. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, 38(2), 150-161.
- Duong, P. L., & Khuong, M. N. (2019). The effect of in-store marketing on tourists' positive emotion and impulse buying behavior—an empirical study in Ho Chi Minh City, Vietnam. *International Journal of Trade, Economics and Finance*, 10(5), 119-125.
- Eddleston, K. A., Sieger, P., & Bernhard, F. (2019). From suffering firm to suffering family? How perceived firm performance relates to managers' work-to-family conflict. *Journal of Business Research*, 104, 307-321.
- Eggers, F., Niemand, T., Kraus, S., & Breier, M. (2020). Developing a scale for entrepreneurial marketing: Revealing its inner frame and prediction of performance. *Journal of Business Research*, 113, 72-82.
- Engidaw, A. E. (2022). Small businesses and their challenges during COVID-19 pandemic in developing countries: in the case of Ethiopia . *Journal of Innovation and Entrepreneurship*, 11(1), Article 1.
- Errico, F., Messeni Petruzzelli, A., Panniello, U., & Scialpi, A. (2024). Source of funding and specialized competences: the impact on the innovative performance of start-ups. *Journal of Knowledge Management*, 28(2), 564-589.
- Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American journal of theoretical and applied statistics*, 5(1), 1-4.
- Ewens, M., & Marx, M. (2018). Founder replacement and start-up performance. *The Review of Financial Studies*, 31(4), 1532-1565.
- Farid, A., & Widjaja, A. W. (2021). Firm survival in environmental turbulence: Digital start-up response to COVID-19. *Proceeding of the International Conference on Family Business and Entrepreneurship*, (Vol. 1, No. 1).

- Fatoki, O. (2018). The impact of entrepreneurial resilience on the success of small and medium enterprises in South Africa. *Sustainability*, 10(7), 2527.
- Fazal-e-Hasan, S. M., Adil, M., Ahmadi, H., Abid, M., Sadiq, M., Mortimer, G., & Amrollahi, A. (2025). Fostering Love for Innovative Sustainable Brands: A Multi-Study, Multi-Method Approach. *Journal of Consumer Behaviour*, 24(3), 1405-1420.
- Fazal-e-Hasan, S. M., Ahmadi, H., Sekhon, H., Mortimer, G., Sadiq, M., Kharouf, H., & Abid, M. (2023). The role of green innovation and hope in employee retention. *Business Strategy and the Environment*, 32(1), 220-239.
- Feldman, D. B., & Kubota, M. (2015). Hope, self-efficacy, optimism, and academic achievement: Distinguishing constructs and levels of specificity in predicting college grade-point average. *Learning and Individual Differences*, 37, 210-216.
- Ferraris, A., Degbey, W. Y., Singh, S. K., Bresciani, S., Castellano, S., Fiano, F., & Couturier, J. (2022). Microfoundations of Strategic Agility in Emerging Markets: Empirical Evidence of Italian MNEs in India . *Journal of World Business*, 57(2), Article 101272.
- Ferreira, C. C., Lord Ferguson, S., & Pitt, L. F. (2019). Entrepreneurial marketing and hybrid entrepreneurship: the case of JM Reid Bamboo Rods. *Journal of Marketing Management*, 35(9-10), 867-885.
- Ferreira, C., & Robertson, J. (2020). Examining the boundaries of entrepreneurial marketing: a bibliographic analysis. *Journal of Research in Marketing and Entrepreneurship*, 22(2), 161-180.
- Fielke, S. J., Lacey, J., Jakku, E., Allison, J., Stitzlein, C., Ricketts, K., ... & Cooke, A. (2023). From a land 'down under': the potential role of responsible innovation as practice during the bottom-up development of mission arenas in Australia. *Journal of Responsible Innovation*, 10(1), 2142393.
- Fiore, A. M., Niehm, L. S., Hurst, J. L., Son, J., & Sadachar, A. (2013). Entrepreneurial marketing: Scale validation with small, independently-owned businesses. *Journal of Marketing Development and Competitiveness*, 7(4), 63-86.
- Fischer, M. (2014). Positive emotions foster the co-creation of mutual value in services: Four positively deviant performances. In *Research on Emotion in Organizations* (Vol. 10, pp. 13-47).
- Fiss, P. C. (2011). Building better causal theories: A fuzzy set approach to typologies in organization research. *Academy of management journal*, 54(2), 393-420.
- Fithri, P., Hasan, A., Syafrizal, S., & Games, D. (2024). Validation Studies a Questionnaire Developed to Measure Incubator Business Technology Performance using PLS-SEM Approach. *Andalasian International Journal of Applied Science, Engineering and Technology*, 4(1), 64-78.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.
- Fowler Jr, F. J. (2013). *Survey research methods*. Sage publications.
- Franco, M., Santos, M. D. F., Ramalho, I., & Nunes, C. (2014). An exploratory study of entrepreneurial marketing in SMEs: The role of the founder-entrepreneur. *Journal of Small Business and Enterprise Development*, 21(2), 265-283.
- Fredrickson, B. L. (2004). The broaden-and-build theory of positive emotions. *Philosophical Transactions of the Royal Society of London. Series B: Biological Sciences*, 359(1449), 1367-

1377.

Friske, W., & Cockrell, S. (2019). Entrepreneurship, Excise Taxes, and the "Flight to Quality". *Journal of Macromarketing*, 39(4), 358-367.

Furst, A., Gabrielsson, M., Gabrielsson, P., & Prigge, J. K. (2023). The role of marketing in new ventures: How marketing activities should be organized in firms' infancy. *Journal of the Academy of Marketing Science*, 51(5), 966-989, s11747-022-00920-4.

García-Vidal, G., Sánchez-Rodríguez, A., Pérez-Campdesuñer, R., & Martínez-Vivar, R. (2019). The impact of self-confidence, creativity and vision on leadership performance: perceptions at Ecuadorian SMEs owner-managers. *Serbian Journal of Management*, 14(2), 315-325.

Ghezzi, A., & Cavallo, A. (2020). Agile Business Model Innovation in Digital Entrepreneurship: Lean Startup Approaches . *Journal of Business Research*, 110, 519-537.

Gilmore, A., McAuley, A., Miles, M. P., & Pattinson, H. (2020). Four questions of entrepreneurial marketing education: Perspectives of university educators . *Journal of Business Research*, 113, 189-197.

Gionfriddo, G., & Piccaluga, A. (2024). Startups' contribution to SDGs: A tailored framework for assessing social impact. *Journal of Management & Organization*, 1-29.

Gliga, G., & Evers, N. (2023). Marketing capability development through networking – An entrepreneurial marketing perspective . *Journal of Business Research*, 156, Article 113472.

Goenka, S., & Van Osselaer, S. M. (2019). Charities can increase the effectiveness of donation appeals by using a morally congruent positive emotion. *Journal of consumer research*, 46(4), 774-790.

Goretzko, D., Siemund, K., & Sterner, P. (2024). Evaluating model fit of measurement models in confirmatory factor analysis. *Educational and Psychological Measurement*, 84(1), 123-144.

Graciano, P., Lermen, F. H., Reichert, F. M., & Padula, A. D. (2023). The impact of risk-taking and creativity stimuli in education towards innovation: A systematic review and research agenda. *Thinking Skills and Creativity*, 47, 101220.

Greckhamer, T., Furnari, S., Fiss, P. C., & Aguilera, R. V. (2018). Studying configurations with qualitative comparative analysis: Best practices in strategy and organization research. *Strategic Organization*, 16(4), 482-495.

Gruber, M. (2005, August). process matters--empirical evidence on the value of marketing planning in vc-backed start-ups. In Academy of Management Proceedings (Vol. 2005, No. 1, pp. S1-S6). Briarcliff Manor, NY 10510: *Academy of Management*.

Guckenbiehl, P., & Corral de Zubielqui, G. (2022). Start-ups' business model changes during the COVID-19 pandemic: Counteracting adversities and pursuing opportunities. *International Small Business Journal*, 40(2), 150-177.

Guerola-Navarro, V., Gil-Gomez, H., Oltra-Badenes, R., & Soto-Acosta, P. (2024). Customer relationship management and its impact on entrepreneurial marketing: A literature review. *International Entrepreneurship and Management Journal*, 20(2), 507-547.

Gurkov, I., & Shchetinin, I. (2021). Grappling for strategic agility during the COVID-19 pandemic: the case of the Russian subsidiary of a large multinational IT company . *Review of International Business and Strategy*.

Hadjielias, E., Christofi, M., Christou, P., & Hadjielia Drotarova, M. (2022). Digitalization,

agility, and customer value in tourism . *Technological Forecasting and Social Change*, 175, Article 121334.

Hair, J.F.Jr., Black, W.C., Babin, B.J., Anderson, R.E., Tatham, R.L.(2006), *Multivariate Data Analysis*. 6th ed. New Jersey: PrenticeHall International Inc

Haji-Othman, Y., & Yusuff, M. S. S. (2022). Assessing reliability and validity of attitude construct using partial least squares structural equation modeling. *Int J Acad Res Bus Soc Sci*, 12(5), 378-385.

Hakemzadeh, F., Vazifehdoost, H., & Haghshenas Kashani, F. (2020). Providing a Quantitative Model for Management of Entrepreneurial Marketing in the Microelectronics Industry. *International Journal of Nonlinear Analysis and Applications*, 11, 513-526.

Hallbäck, J., & Gabrielsson, P. (2013). Entrepreneurial marketing strategies during the growth of international new ventures originating in small and open economies. *International Business Review*, 22(6), 1008-1020.

Hamali, S., Suryana, Y., Effendi, N., & Azis, Y. (2016). Influence of entrepreneurial marketing toward innovation and its impact on business performance: A survey on small Industries of Wearing Apparel in West Java, Indonesia. *International Journal of Economics, Commerce and Management*, 4(8).

Hamby, A., & Jones, N. (2022). The effect of affect: An appraisal theory perspective on emotional engagement in narrative persuasion. *Journal of Advertising*, 51(1), 116-131.

Hamsal, M., Abdinagoro, S. B., Zulkarnain, A., Leonandri, D. G., & Ichsan, M. (2022). The Impact of Organizational Resilience on Hotel Performance during Pandemic COVID-19. *Global Business & Finance Review*, 27(1), 1.

Hanaysha, J. R. (2023). Exploring the Relationship between Entrepreneurial Marketing Dimensions, Brand Equity and SME Growth . *IIM Kozhikode Society and Management Review*, 12(1), 22-38.

Hanaysha, J. R., & Al-Shaikh, M. E. (2022). An Examination of Entrepreneurial Marketing Dimensions and Firm Performance in Small and Medium Enterprises . *Sustainability (Switzerland)*, 14(18), Article 11444.

Hansen, D. J., & Hills, G. E. (2004). Industry differences in opportunity recognition. *Journal of Research in Marketing and Entrepreneurship*, 6(1), 18-32.

Hendijani Fard, M., & Seyyed Amiri, N. (2018). The effect of entrepreneurial marketing on halal food SMEs performance. *Journal of Islamic Marketing*, 9(3), 598-620.

Hendriyani, C., & Raharja, S. u. J. (2019). Business Agility Strategy: Peer-to-Peer Lending of Fintech Startup in the Era of Digital Finance in Indonesia. *Review of Integrative Business and Economics Research*, 8, 239-246.

Henseler, J., C. M. Ringle, and M. Sarstedt (2015). A New Criterion for Assessing Discriminant Validity in Variance-based Structural Equation Modeling, *Journal of the Academy of Marketing Science*, 43 (1), 115-135.

Hidayatullah, S., Firdiansjah, A., Patalo, R. G., & Waris, A. (2019). The effect of entrepreneurial marketing and competitive advantage on marketing performance . *International Journal of Scientific and Technology Research*, 8(10), 1297-1301.

Hil, S., Ionescu-Somers, A., Coduras, A., Guerrero, M., Menipaz, E., Boutaleb, F., ... & Shay, J. (2024). GEM 2023/2024 GLOBAL REPORT-25 YEARS AND GROWING.

- Hilal, O. A., & Tantawy, A. A. (2022). Entrepreneurial marketing and bank performance in Egypt: is environmental turbulence a missing link? *Journal of Entrepreneurship in Emerging Economies*, 14(2), 252-273.
- Hills, G. E., Hultman, C. M., & Miles, M. P. (2008). The evolution and development of entrepreneurial marketing . *Journal of Small Business Management*, 46(1), 99-112.
- Ho, K. L. P., Quang, H. T., & Miles, M. P. (2022). Leveraging entrepreneurial marketing processes to ameliorate the liability of poorness: The case of smallholders and SMEs in developing economies . *Journal of Innovation and Knowledge*, 7(4), Article 100232.
- Hong, Y. W., Sawang, S., & Yang, H. P. (2023). How is entrepreneurial marketing shaped by E-commerce technology: a case study of Chinese pure-play e-retailers [Early Access]. *International Journal of Entrepreneurial Behavior & Research*.
- Horneber, C. (2022). *Value creation through start-up integration*. In Handbook on Digital Business Ecosystems (pp. 126-142). Edward Elgar Publishing.
- Hosseini, S. H., Arabi-Jeshvaghani, A., Akbarzadeh, A., & Habibi, M. (2020). Investigating the role of moderating the quality of working life on the relationship between psychological capital and organisational citizenship behaviour. *International Journal of Services and Operations Management*, 36(4), 425-439.
- Howard, C. (2023). What did a ‘fair go’ originally mean to Australians? *Australian Journal of Political Science*, 58(2), 210-229.
- Hu, L. T., & Bentler, P. M. (1998). Fit indices in covariance structure modeling: Sensitivity to underparameterized model misspecification. *Psychological methods*, 3(4), 424.
- Hulland, J., Baumgartner, H., & Smith, K. M. (2018). Marketing survey research best practices: evidence and recommendations from a review of JAMS articles. *Journal of the Academy of Marketing Science*, 46(1), 92-108.
- Iqbal, M., Mawardi, M. K., Sanawiri, B., Alfisyahr, R., & Syarifah, I. (2023). Strategic orientation and its role in linking human capital with the performance of small and medium enterprises in Indonesia. *Journal of Research in Marketing and Entrepreneurship*, 25(3), 514-542.
- Irving, L. M., Snyder, C. R., & Crowson, J., J Jeffrey. (1998). Hope and coping with cancer by college women. *Journal of personality*, 66(2), 195-214.
- Jackson, T. W. (2007). Customer value exchange. *Journal of Financial Services Marketing*, 11(4), 314-332.
- Jann, B., Krumpal, I., & Wolter, F. (2019). Social desirability bias in surveys—collecting and analyzing sensitive data. *Methods, data, analyses*, 13(1), 4.
- Jaroslaw, K. (2021). ICT start-ups in Times of Covid-19, *Twenty-Seventh Americas Conference on Information Systems*, Montreal.
- Jarvis, C. B., MacKenzie, S. B., & Podsakoff, P. M. (2003). A critical review of construct indicators and measurement model misspecification in marketing and consumer research. *Journal of consumer research*, 30(2), 199-218.
- Jebarajakirthy, C., Maseeh, H. I., Morshed, Z., Shankar, A., Arli, D., & Pentecost, R. (2021). Mobile Advertising: A systematic literature review and future research agenda. *International Journal of Consumer Studies*, 45(6), 1258-1291.
- Jenson, I., Doyle, R., & Miles, M. P. (2020). An entrepreneurial marketing process perspective

of the role of intermediaries in producing innovation outcomes. *Journal of Business Research*, 112, 291-299.

Jha, C. (2020). The Great Disruptive Transformation: The Impact of COVID-19 crisis on Innovative Startups in India [Gothenburg University]. Gothenburg University Library.

Jifri, A. O., Drnevich, P., & Tribble, L. (2016). The role of absorbed slack and potential slack in improving small business performance during economic uncertainty. *Journal of Strategy and Management*, 9(4), 474-491.

Jon, K., & Stanley, P. (2010). *Question and questionnaire design*. Handbook of survey research, (2ND Editions), 263-285.

Jones, R., & Rowley, J. (2009). Presentation of a generic “EMICO” framework for research exploration of entrepreneurial marketing in SMEs. *Journal of Research in Marketing and Entrepreneurship*, 11(1), 5-21.

Jones, R., & Rowley, J. (2011). Entrepreneurial marketing in small businesses: A conceptual exploration. *International Small Business Journal*, 29(1), 25-36.

Jones, R., Morrish, S. C., Heyworth-Thomas, E. M., & Graham, E. (2023). Post-Pandemic Marketing: Use of Business Crisis Recovery Frameworks to Enhance Entrepreneurial Marketing Education. *Journal of Marketing Education*.

Jones, R., Suoranta, M., & Rowley, J. (2013). Entrepreneurial marketing: A comparative study. *Service Industries Journal*, 33(7-8), 705-719.

Jordan, R., Watowicz, R. P., King, C., Phillips, C., Obeid, R., & Hand, R. K. (2024). Preliminary content and construct validity of a new model to differentiate research skills from evidence-based practice skills: Core, Evidence Application, Research (CEAR) Model. *Journal of Human Nutrition and Dietetics*, 37(2), 440-458.

Jöreskog, K. G., & Sörbom, D. (1993). *LISREL 8: Structural equation modeling with the SIMPLIS command language*. Scientific software international.

Julianasari, R., Raharjo, T., Hardian, B., & Simanungkalit, T. (2022). Critical failure factor using topsis method - a case study of an Indonesian poultry agrotechnology start-up. *Journal of Theoretical and Applied Information Technology*.

Takeesh, D. F., Al-Weshah, G. A., & Alalwan, A. A. (2024). Entrepreneurial marketing and business performance in SMEs: the mediating role of competitive aggressiveness. *Journal of Marketing Analytics*.

Kalogiannidis, S., & Chatzitheodoridis, F. (2021). Impact of Covid-19 in the European Start-ups Business and the Idea to Re-energise the Economy. *International Journal of Financial Research*, 12(2), 56-61.

Kanishchenko, O., & Kuznetsova, Y. (2020). Startup marketing strategy to attract venture capital at the age of digitalization. *Economics & Education*, 5(1), 23-28.

Karami, M., & Hossain, M. (2024). Marketing intelligence and small firms' performance: the role of entrepreneurial alertness and effectuation. *Marketing Intelligence and Planning*, 42(1), 168-189.

Karatepe, O. M. (2014). Hope, work engagement, and organizationally valued performance outcomes: An empirical study in the hotel industry. *Journal of Hospitality Marketing & Management*, 23(6), 678-698.

Karimi, O., Maymand, M. M., Jokar, A. A., & Mahmoodzadeh, M. (2015). Investigation of

the influence of Entrepreneurial marketing on innovative performance in SMEs . *International Journal of Applied Business and Economic Research*, 13(4), 2005-2017.

Katherine McConnell (2019). Interview with Katherine McConnell <https://brigte.com.au/media/press-releases/interview-with-katherine-mcconnell>.

Kayikci, Y. (2021). Stream processing data decision model for higher environmental performance and resilience in sustainable logistics infrastructure. *Journal of Enterprise Information Management*, 34(1), 140-167.

Kazancoglu, I., Ozbiltekin-Pala, M., Kumar Mangla, S., Kazancoglu, Y., & Jabeen, F. (2022). Role of flexibility, agility and responsiveness for sustainable supply chain resilience during COVID-19 . *Journal of cleaner production*, 362, 132431.

Kennedy, I. (2022). Sample size determination in test-retest and Cronbach alpha reliability estimates. *British Journal of Contemporary Education*, 2(1), 17-29.

Khan, H., Mavondo, F., & Zahoor, N. (2022). Integration of outside-in and inside-out entrepreneurial marketing capabilities, marketing agility and resources for entrepreneurial firm performance . *International Journal of Entrepreneurial Behaviour and Research*, Vol. ahead-of-print No. ahead-of-print.

Khan, M. A., Zubair, S. S., & Shah, S. N. M. (2022). Influence of emotional intelligence on enterprise performance with mediating role of entrepreneurial resilience: a case of SMEs in Pakistan under the light of Covid-19. *Transnational Corporations Review*, 1-15.

Kilenthong, P. (2011). An empirical investigation of entrepreneurial marketing and the role of entrepreneurial orientation University of Illinois at Chicago].

Kilenthong, P., Hills, G. E., & Hultman, C. M. (2015). An empirical investigation of entrepreneurial marketing dimensions. *Journal of International Marketing Strategy*, 3(1), 1-18.

Kilenthong, P., Hultman, C. M., & Hills, G. E. (2016). Entrepreneurial marketing behaviours: impact of firm age, firm size and firm's founder . *Journal of Research in Marketing and Entrepreneurship*, 18(1), 127-145.

Kim, H., Kiura, M., Leach, R., & Cho, H. J. (2023). The Role of Community Engagement and Entrepreneurship in the Sustainability Performance of Social Ventures in South Korea. *Contemporary Management Research*, 19(2), 81-105.

Kim, J. J., & Kim, I. (2018). Entrepreneurial Marketing and Airline-Cause Sponsorship Congruence: Passenger Sponsorship Response to US-Based Full-Service Airlines. *Sustainability (Switzerland)*, 10(7), 2359.

Kim, J. R. (2020). The Effect of Future Entrepreneurs' Marketing Self-efficacy on Entrepreneurial Intention: The Mediating Role of Resilience. *Journal of Convergence for Information Technology*, 10(11), 131-140.

Kim, J., Kim, E., & Hong, A. (2022). Ott streaming distribution strategies for dance performances in the post-covid-19 age: A modified importance-performance analysis . *International Journal of Environmental Research and Public Health*.

Kim, J., Kim, S., Jhang, J., Kwon, Y., & Baah, N. G. (2023). Experimental design studies in hospitality and tourism research: constructive recommendations. *International Journal of Contemporary Hospitality Management*, 35(10), 3570-3591.

Kirchner, T. A. D., Ford, J. B., & Mottner, S. (2020). Entrepreneurial marketing in the context of strategic management/marketing of arts organizations. *In Handbook of Entrepreneurship*

and Marketing (pp. 402-417). Edward Elgar Publishing Ltd.

Kocak, A., & Abimbola, T. (2009). The effects of entrepreneurial marketing on born global performance. *International Marketing Review*, 26(4), 439-452.

Kowalik, I., & Plesniak, A. (2022). Marketing determinants of innovation ambidexterity in small and medium-sized manufacturers. *Entrepreneurial Business and Economics Review*, 10(2), 163-185.

Kowalik, I., Danik, L., & Francioni, B. (2023). Specialized marketing capabilities and foreign expansion of the international new ventures. *Journal of Small Business Management*, 61(2), 226-264.

Kowalik, I., Danik, L., & Pleśniak, A. (2022). Entrepreneurial marketing orientation of the Polish and Finnish SMEs and its environmental determinants. *Journal of Business and Industrial Marketing*, 37(13), 167-181.

Kravchenko, S., & Malik, L. (2022). Small Business And The Development Of The Digital Economy. In *Multidisciplinary academic research, innovation and results* (Vol. 13, pp. 162-164).

Krishnan, C. S. N., Ganesh, L. S., & Rajendran, C. (2022). Management accounting tools for failure prevention and risk management in the context of Indian innovative start-ups: a contingency theory approach. *Journal of Indian Business Research*, 14(1), 23-48.

Kuckertz, A., Brändle, L., Gaudig, A., Hinderer, S., Reyes, C. A. M., Prochotta, A., Steinbrink, K. M., & Berger, E. S. (2020). Startups in times of crisis—A rapid response to the COVID-19 pandemic. *Journal of Business Venturing Insights*, 13, e00169.

Kudo, F. T., Sakuda, K. H., & Tsuru, G. K. (2016). Mediating organizational cynicism: Exploring the role of hope theory on job satisfaction. *Universal Journal of Management*, 4(12), 678-684.

Kumkale, İ. (2022). Organizational Agility. In *Accounting, Finance, Sustainability, Governance and Fraud* (pp. 37-52).

Kurniawan, R., Budiastuti, D., Hamsal, M., & Kosasih, W. (2020). The impact of balanced, agile project management on firm performance: the mediating role of market orientation and strategic agility. *Review of International Business and Strategy*.

Kuznetsova, Y. (2020). Market Analysis Instruments in The Development of The Startup Marketing Strategy, *European Journal of Economics and Management* • Volume 6 Issue 2.

Lam, W., & Harker, M. J. (2015). Marketing and entrepreneurship: An integrated view from the entrepreneur's perspective. *International small business journal*, 33(3), 321-348.

Lee, H., Kim, H. J., & Hong, H. (2022). Navigating the COVID-19 pandemic in the contingency framework: Antecedents and consequences of public's stance toward the CDC. *Public Relations Review*, 48(1), 102149.

Lee, N., & Lings, I. (2008). *Doing business research: a guide to theory and practice*. Sage.

Legewie, N. (2013, September). An introduction to applied data analysis with qualitative comparative analysis. In *Forum Qualitative Sozialforschung/Forum: Qualitative Social Research* (Vol. 14, No. 3).

Lengnick-Hall, C. A., & Beck, T. E. (2016). Resilience capacity and strategic agility: Prerequisites for thriving in a dynamic environment. In *Resilience Engineering Perspectives: Preparation and Restoration* (Vol. 2, pp. 39-69).

- Lesia, M. P., Aigbavboa, C. O., & Thwala, W. D. (2024). Factors influencing residential location choice in South Africa: exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). *Journal of Housing and the Built Environment*, 39(1), 133-160.
- Li, L., Lin, J., Turel, O., Liu, P., & Luo, X. R. (2020). The impact of e-commerce capabilities on agricultural firms' performance gains: the mediating role of organizational agility. *Industrial Management & Data Systems*, 120(7), 1265-1286..
- Li, X., & Hasan, I. (2021). VC Participation and failure of start-ups: Evidence from P2P lending platforms in China . *Finance Research Letters*, 40, 101726.
- Liao, H. L., Liu, N., & Lyu, P. (2023). Discrete gradient structure of a second-order variable-step method for nonlinear integro-differential models. *SIAM Journal on Numerical Analysis*, 61(5), 2157-2181.
- Lincoln, Y. S., & Guba, E. G. (2000). *Paradigmatic controversies, contradictions, and emerging confluences, revisited*. In N. K. Denzin & Y. S. Lincoln (Eds.), *The Sage handbook of qualitative research* (Vol. 4, pp. 97-128).
- Liu, W. Z., White, A. P., Thompson, S. G., & Bramer, M. A. (1997). Techniques for dealing with missing values in classification. *Advances in Intelligent Data Analysis Reasoning about Data: Second International Symposium, IDA-97 London, UK, August 4–6, 1997 Proceedings* 2,
- Llanos-Contreras, O., Alonso-Dos-Santos, M., & Ribeiro-Soriano, D. (2020). Entrepreneurship and risk-taking in a post-disaster scenario. *International Entrepreneurship and Management Journal*, 16, 221-237.
- Lobbezoo, F., Ahlberg, J., Verhoeff, M. C., Aarab, G., Bracci, A., Koutris, M., ... & Manfredini, D. (2024). The bruxism screener (BruxScreen): Development, pilot testing and face validity. *Journal of Oral Rehabilitation*, 51(1), 59-66.
- Lopez, S. J., Snyder, C. R., Magyar-Moe, J. L., Edwards, L. M., Pedrotti, J. T., Janowski, K., Turner, J. L., & Pressgrove, C. (2012). *Strategies for Accentuating Hope*. In *Positive Psychology in Practice* (pp. 388-404).
- Macdonald, J. R., Zobel, C. W., Melnyk, S. A., & Griffis, S. E. (2018). Supply chain risk and resilience: theory building through structured experiments and simulation. *International Journal of Production Research*, 56(12), 4337-4355.
- Madley-Dowd, P., Hughes, R., Tilling, K., & Heron, J. (2019). The proportion of missing data should not be used to guide decisions on multiple imputation. *Journal of clinical epidemiology*, 110, 63-73.
- Magnano, P., Di Nuovo, S., Scioli, A., & Di Corrado, D. (2019). A study of the comprehensive state hope scale in Italian culture. *TPM - Testing, Psychometrics, Methodology in Applied Psychology*, 26(2), 287-304.
- Mahdi, A., Crick, D., Crick, J. M., Lamine, W., & Spence, M. (2024). Entrepreneurial marketing practices and rural wine producers' performance: The moderating role of competitive intensity in an immediate post crisis period. *Journal of Rural Studies*, 108, Article 103277.
- Mahdi, A., Crick, D., Crick, J. M., Lamine, W., & Spence, M. (2024). A study of entrepreneurial marketing activities and firm performance in an immediate post-COVID-19 era: the moderating role of coopetition. *International Journal of Entrepreneurial Behaviour and Research*. 108, 103227.

- Mahimbo, A., Kang, M., Sestakova, L., Smith, M., & Dawson, A. (2022). Factors influencing refugees' willingness to accept COVID-19 vaccines in Greater Sydney: a qualitative study. *Australian and New Zealand Journal of Public Health*, 46(4), 502-510.
- Manishimwe, T., Raimi, L., & Azubuike, C. J. (2022). Customer-centric influence of entrepreneurial marketing on business performance of hotels in Nigeria during the COVID-19 crisis. *Journal of Revenue and Pricing Management*, 21(6), 668-683.
- Marcon, A., & Ribeiro, J. L. D. (2021). How do start-ups manage external resources in innovation ecosystems? A resource perspective of start-ups' lifecycle. *Technological Forecasting and Social Change*, 171, 120965.
- Mardia, K. V., & Marshall, R. J. (1984). Maximum likelihood estimation of models for residual covariance in spatial regression. *Biometrika*, 71(1), 135-146.
- Maritz, A., & Nieman, G. (2008). Implementation of service profit chain initiatives in a franchise system. *Journal of Services Marketing*, 22(1), 13-23.
- Martin, W. E., & Bridgmon, K. D. (2012). *Quantitative and statistical research methods: From hypothesis to results*. John Wiley & Sons.
- Martínez-Cañas, R., Ruiz-Palomino, P., Jiménez-Moreno, J. J., & Linuesa-Langreo, J. (2023). Push versus pull motivations in entrepreneurial intention: The mediating effect of perceived risk and opportunity recognition. *European Research on Management and Business Economics*, 29(2), 100214.
- Masten, A. S., & Cicchetti, D. (2016). Resilience in development: Progress and transformation. *Developmental psychopathology*, 4(3), 271-333.
- Masten, A. S., Lucke, C. M., Nelson, K. M., & Stallworthy, I. C. (2021). Resilience in Development and Psychopathology: Multisystem Perspectives. *In Annual Review of Clinical Psychology* (Vol. 17, pp. 521-549).
- Matsuno, K., & Kohlbacher, F. (2020). Proactive marketing response to population aging: The roles of capabilities and commitment of firms. *Journal of Business Research*, 113, 93-104.
- Mattsson, J., & Praesto, A. (2005). The creation of a Swedish heritage destination: An insider's view of entrepreneurial marketing. *Scandinavian Journal of Hospitality and Tourism*, 5(2), 152-166.
- Mejía-Trejo, J. (2021). Confirming digital marketing model innovation design: SEM in post-COVID social impact start-ups, Mexico. *In Advanced Digital Marketing Strategies in a Data-Driven Era*, (pp. 158-171). IGI Global..
- Mendel, J. M., & Korjani, M. M. (2018). A new method for calibrating the fuzzy sets used in fsQCA. *Information Sciences*, 468, 155-171.
- Meneghel, I., Borgogni, L., Miraglia, M., Salanova, M., & Martinez, I. M. (2016). From social context and resilience to performance through job satisfaction: A multilevel study over time. *Human Relations*, 69(11), 2047-2067.
- Miceli, A., Hagen, B., Riccardi, M. P., Sotti, F., & Settembre-Blundo, D. (2021). Thriving, not just surviving in changing times: How sustainability, agility and digitalization intertwine with organizational resilience. *Sustainability (Switzerland)*, 13(4), 1-17, Article 2052.
- Miles, M. P., Lewis, G. K., Hall-Phillips, A., Morrish, S. C., Gilmore, A., & Kasouf, C. J. (2016). The influence of entrepreneurial marketing processes and entrepreneurial self-efficacy on community vulnerability, risk, and resilience. *Journal of Strategic Marketing*, 24(1), 34-46.

- Miles, M., Gilmore, A., Harrigan, P., Lewis, G., & Sethna, Z. (2015). Exploring entrepreneurial marketing . *Journal of Strategic Marketing*, 23(2), 94-111.
- Mishra, A., & Gupta, A. (2019). Green hotel servicescape: Attributes and unique experiences. *Current Issues in Tourism*, 22(20), 2566-2578.
- Mishra, U. S., Patnaik, S., & Mishra, B. B. (2016). Role of hope in job satisfaction and stress. *International Business Management*, 10(9), 1729-1736.
- Moher, D., Shamseer, L., Clarke, M., Ghersi, D., Liberati, A., Petticrew, M., ... & Prisma-P Group. (2015). Preferred reporting items for systematic review and meta-analysis protocols (PRISMA-P) 2015 statement. *Systematic reviews*, 4, 1-9.
- Morisse, M., & Ingram, C. (2016). A mixed blessing: Resilience in the entrepreneurial socio-technical system of bitcoin. *JISTEM-Journal of Information Systems and Technology Management*, 13, 03-26.
- Moro, S., Pires, G., Rita, P., Cortez, P., & Ramos, R. F. (2023). Discovering ethnic minority business research directions using text mining and topic modelling. *Journal of Research in Marketing and Entrepreneurship*, 25(1), 83-102.
- Moroni, I., Arruda, A., & Araujo, K. (2015). The design and technological innovation: how to understand the growth of start-ups companies in competitive business environment. *Procedia Manufacturing*, 3, 2199-2204.
- Morris, M. H., Schindehutte, M., & LaForge, R. W. (2002). Entrepreneurial marketing: a construct for integrating emerging entrepreneurship and marketing perspectives. *Journal of Marketing Theory and Practice*, 10(4), 1-19.
- Mort, G. S., Weerawardena, J., & Liesch, P. (2012). Advancing entrepreneurial marketing: Evidence from born global firms. *European Journal of Marketing*, 46(3-4), 542-561.
- Muafa, I. W., Wahyudi, C. A., Lobwaer, A. K. R., & Latief, R. (2019). Enhancement of marketing performance through entrepreneurship marketing in food and beverages Small-Medium Enterprises (SME) in Semarang, Central Java. *IOP Conference Series: Earth and Environmental Science*,
- Mustafa, M. (2022). The Development of Corporate Entrepreneurship among Emerging Economy SMEs: Insights from Both Institutional and Contingency Theory. *Entrepreneurship Research Journal*, 14(4), 1611-1640..
- Mwenda, J. M., & Obuba, R. (2023). Effect of Market Development Strategy on Performance of Animal Feeds Manufacturing Firms in Meru County. *Asian Journal of Economics, Business and Accounting*, 23(16), 170-186.
- Nalipay, M. J. N., King, R. B., & Cai, Y. (2020). Autonomy is equally important across East and West: Testing the cross-cultural universality of self-determination theory. *Journal of Adolescence*, 78, 67-72.
- Nayak, P., Das, B., & Panigrahi, J. K. (2018). Intent of technology, innovation and value creation for start-up entrepreneurs. *International Journal of Mechanical Engineering & Technology*, 9(2), 629-636.
- Neuman, W. L. (2011). *Social science methods: Quantitative and qualitative approaches*. In: Boston, MA, Allyn & Bacon.
- Ngoc, P. H. (2022). Financial resources for innovative start-ups—studies in emerging economies and trends for studies in vietnam. *International Journal of Management & Entrepreneurship Research*, 4(11), 458-468.

- Nguyen, T. K., Sharma, R. R., & Crick, D. (2021). Potential absorptive capacity and performance of Vietnamese contract manufacturing exporters: mediating factors in entrepreneurial marketing behaviour. *Journal of Strategic Marketing*, 29(1), 47-70.
- Nouri, P., Imanipour, N., & Ahmadikafeshani, A. (2019). Exploring female entrepreneurs' marketing decisions with a heuristics and biases approach. *Gender in Management*, 34(8), 623-643.
- Nurjaman, R., Rahayu, A., & Wibowo, L. (2021). The Relationship between Strategic Agility and Resource Base View of the Firm Performance in Manufacturing Industry: The Research Framework. *Journal of Physics: Conference Series*,
- Nuseir, M., Aljumah, A., & Alshurideh, M. (2021). How the business intelligence in the new start-up performance in UAE during COVID-19: The mediating role of innovativeness. In *The effect of coronavirus disease (COVID-19) on business intelligence* (pp. 63-79). Springer.
- Nwaizugbo, I., & Anukam, A. (2014). Assessment of entrepreneurial marketing practices among Small and Medium Scale Enterprises in Imo State Nigeria: Prospects and challenges. *Review of Contemporary Business Research*, 3(1), 77-98.
- Nwankwo, C. A., & Kanyangale, M. (2020). Deconstructing entrepreneurial marketing dimensions in small and medium-sized enterprises in Nigeria: A literature analysis. *International Journal of Entrepreneurial Venturing*, 12(3), 321-341.
- Nwankwo, C. A., & Kanyangale, M. I. (2019). Market orientation and survival of small and medium enterprises in Nigeria. *Foundations of Management*, 11(1), 291-304.
- Nwankwo, C. A., & Kanyangale, M. I. (2020a). Deconstructing entrepreneurial marketing dimensions in small and medium-sized enterprises in Nigeria: a literature analysis. *International Journal of Entrepreneurial Venturing*, 12(3), 321-341.
- Nwankwo, C. A., & Kanyangale, M. I. (2020b). The Strategic Role of Entrepreneurial Marketing in Small and Medium Enterprises. *Acta Universitatis Danubius. (Economica)*, 16(4).
- O'Cass, A., & Sok, P. (2013). Exploring innovation driven value creation in B2B service firms: The roles of the manager, employees, and customers in value creation. *Journal of Business Research*, 66(8), 1074-1084.
- Ohlies, I. (2018). Hype or Hope: The Impact of Entrepreneurial Marketing on New Venture Performance Outcomes. *Academy of Management Proceedings*, 2018(1), 14018.
- Olanipekun, A., Ahmed, V., Opoku, A., & Sutrisna, M. (2022). Understanding validity in research. In *Validity and Reliability in Built Environment Research* (pp. 16-26). Routledge.
- Oliva, F. L., & Kotabe, M. (2019). Barriers, practices, methods and knowledge management tools in start-ups. *Journal of Knowledge Management*, 23(9), 1838-1856.
- Oliveira Mota, d. R., , Bueno, Adauto, Gonella, J. d. S. L., Ganga, G. M. D., Godinho Filho, M., & Latan, H. (2022). The effects of the COVID-19 crisis on start-ups' performance: the role of resilience. *Management Decision*, 60(12), 3388-3415.
- Oltinovich, I. R., & Shakirova, G. S. (2022). Role And Importance Of Small Business In The Development Of The Country. *Asia pacific journal of marketing & management review* issn: 2319-2836 impact factor: 7.603, 11(04), 46-52.
- Opie, E. (2023). Germany's Patent Law and High-Tech Strategy 2025: Implications of Recent Amendments to § 139 (1) Patent Act for Innovative SMEs, Start-ups and Research Organisations. Start-ups and Research Organisations (July 9, 2023).

- Ouragini, I., & Lakhal, L. (2023). The Impact of Entrepreneurial Marketing on The Firm Performance. *Journal of the Knowledge Economy*, 1-23.
- Ozyilmaz, A. (2020). Hope and human capital enhance job engagement to improve workplace outcomes. *Journal of Occupational and Organizational Psychology*, 93(1), 187-214.
- Pakura, S., & Rudeloff, C. (2020). How entrepreneurs build brands and reputation with social media PR: empirical insights from start-ups in Germany . *Journal of Small Business and Entrepreneurship*, 1-28.
- Pal, R., Torstensson, H., & Mattila, H. (2014). Antecedents of organizational resilience in economic crises—an empirical study of Swedish textile and clothing SMEs. *International Journal of Production Economics*, 147, 410-428.
- Paolini, A. C. (2020). Social Emotional Learning: Key to Career Readiness. *Anatolian Journal of Education*, 5(1), 125-134.
- Pappas, I. O., & Woodside, A. G. (2021). Fuzzy-set Qualitative Comparative Analysis (fsQCA): Guidelines for research practice in Information Systems and marketing. *International Journal of Information Management*, 58, 102310.
- Pappas, I. O., Kourouthanassis, P. E., Giannakos, M. N., & Chrissikopoulos, V. (2016). Explaining online shopping behavior with fsQCA: The role of cognitive and affective perceptions. *Journal of Business Research*, 69(2), 794-803.
- Pappas, I. O., Papavlasopoulou, S., Mikalef, P., & Giannakos, M. N. (2020). Identifying the combinations of motivations and emotions for creating satisfied users in SNSs: An fsQCA approach. *International Journal of Information Management*, 53, 102128.
- Pareti, S., Córdova, A., & Fuentes, J. I. (2020). Information technology & communication (ERP and CRM) as tools for customer segmentation and loyalty in hotel ventures: The case of mountain alegre and concepcion, Valparaiso Chile . *RISTI - Revista Iberica de Sistemas e Tecnologias de Informacao*, 2020(E31), 342-356.
- Pathak, M. D., Kar, B., Panigrahi, R. R., & Shrivastava, A. K. (2023). Role of entrepreneurial resilience in SMEs to promote marketing and entrepreneurship amid Covid19 challenges . *Journal of Research in Marketing and Entrepreneurship*, 26(1), 44-62.
- Paul, J., & Criado, A. R. (2020). The art of writing literature review: What do we know and what do we need to know? *International Business Review*, 29(4), 101717.
- Payne, A. F., Storbacka, K., & Frow, P. (2008). Managing the co-creation of value. *Journal of the Academy of Marketing Science*, 36(1), 83-96.
- Pe'er, A., & Keil, T. (2013). Are all start-ups affected similarly by clusters? Agglomeration, competition, firm heterogeneity, and survival. *Journal of Business Venturing*, 28(3), 354-372.
- Peng, K. Z., & Emily, H. G. (2024). The affect-proactive performance link and its reciprocal process: a hedonic contingency theory perspective. *Asia Pacific Journal of Management*, 41(1), 171-191.
- Penno, J., Hetrick, S., & Christie, G. (2022). “Goals Give You Hope”: An Exploration of Goal Setting in Young People Experiencing Mental Health Challenges, *International Journal of Mental Health Promotion*, 24(5), 771-781.
- Peterson, R. A., & Crittenden, V. L. (2020). Exploring customer orientation as a marketing strategy of Mexican-American entrepreneurs . *Journal of Business Research*, 113, 139-148.
- Peterson, S. J., & Byron, K. (2008). Exploring the role of hope in job performance: Results

from four studies. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 29(6), 785-803.

Petrylaite, E., & Rusk, M. (2021). Entrepreneurial marketing learning styles used by entrepreneurial teams. *Journal of Research in Marketing and Entrepreneurship*, 23(1), 60-85.

Pitjatturat, P., Ruanguttamanun, C., & Wongkhae, K. (2021). Role of Entrepreneurial Marketing Orientation on New Product Development Performance of Food Retailers: Michelin Guide Restaurants in Thailand. *Journal of Distribution Science*, 19(8), 69-80.

Pleeging, E., & Burger, M. (2020). *Hope in economics*. Historical and multidisciplinary perspectives on hope, 165.

Polas, M. R. H., & Raju, V. (2021). Technology and entrepreneurial marketing decisions during COVID-19. *Global Journal of Flexible Systems Management*, 22(2), 95-112.

Potjanajaruwit, P. (2018). Competitive advantage effects on firm performance: A Case study of start-ups in Thailand. *Journal of International Studies*, 11(3), 104-111.

Pratono, A. H. (2022). The strategic innovation under information technological turbulence: the role of organisational resilience in competitive advantage. *Competitiveness Review: An International Business Journal*, 32(3), 475-491.

Prayag, G., Chowdhury, M., Spector, S., & Orchiston, C. (2018). Organizational resilience and financial performance. *Annals of Tourism Research*, 73(C), 193-196.

Puriwat, W., & Hoonsoopon, D. (2021). Cultivating product innovation performance through creativity: the impact of organizational agility and flexibility under technological turbulence. *Journal of Manufacturing Technology Management*, 33(4), 741-762.

Pyper, K., Marie Doherty, A., Gounaris, S., & Wilson, A. (2022). A contingency-based approach to the nexus between international strategic brand management and export performance. *Journal of Business Research*, 148, 472-488.

Qiu, T. J. (2022). The effects of opportunity motivation and environmental contingencies on market growth strategies of African early-stage entrepreneurs. *African Journal of Economic and Management Studies*, 13(3), 434-451.

Queensland Government, (2023), Igniting Innovation: The Go1 Journey from Logan Startup to Brisbane's First 'Unicorn', <https://advance.qld.gov.au/innovation-in-queensland/innovation-stories/igniting-innovation-the-go1-journey-from-logan-startup-to-brisbanes-first-unicorn>.

Queirós, A., Faria, D., & Almeida, F. (2017). Strengths and limitations of qualitative and quantitative research methods. *European journal of education studies*, 41(1), 171-191.

Qureshi, I. H., & Mehraj, D. (2022). Identifying the factors of internal green marketing: a scale development and psychometric evaluation approach. *International Journal of Manpower*, 43(3), 786-804.

Ragin, C. C. (2009). *Redesigning social inquiry: Fuzzy sets and beyond*. University of Chicago Press.

Ragin, C. C., & Fiss, P. C. (2008). Net effects analysis versus configurational analysis: An empirical demonstration. *Redesigning social inquiry: Fuzzy sets and beyond*, 240, 190-212.

Ragin, C., & Davey, S. (2014). fs/QCA [Computer Programme], version 2.5. Irvine, CA: University of California.

Rahmati, M. H., Khanifar, H., & Moghimi, S. M. (2011). Identifying the challenges related to

- policymaking institutions for entrepreneurship formal education in Iran. *Educational Research and Reviews*, 5(17), 7674-7682.
- Rand, K. L., & Touza, K. K. (2020). *Hope Theory*, The Oxford Handbook of Positive Psychology, 425.
- Ratten, V. (2021). COVID-19 and public policy and entrepreneurship: future research directions . *Journal of Entrepreneurship and Public Policy*, 10(3), 445-454.
- Reed, J. (2021). Strategic agility in the sme: Use it before you lose it . *Journal of Small Business Strategy*, 31(3), 33-46.
- Reed, J. H. (2020). Strategic agility and the effects of firm age and environmental turbulence . *Journal of Strategy and Management*, 14(2), 129-149.
- Rego, A., Sousa, F., Marques, C., & e Cunha, M. P. (2014). Hope and positive affect mediating the authentic leadership and creativity relationship. *Journal of Business Research*, 67(2), 200-210.
- Remmang, H., Hasanuddin, A., Hasanuddin, A. A., Hasanuddin, A., & Amelia, A. (2024). Strategy to Create Market-Oriented Business Opportunities, Innovation, and Products to Improve Marketing Performance in the Tourism Industry in South Sulawesi. *Jurnal Ekonomi*, 13(02), 47-59.
- Ren, L., Zhong, X., & Wan, L. (2022). Defending the shell: differential effects of delisting pressure on R&D intensity and bribery expenditure. *Review of Managerial Science*, 16(5), 1437-1470.
- Rezvani, M., & Fathollahzadeh, Z. (2020). The impact of entrepreneurial marketing on innovative marketing performance in small- and medium-sized companies . *Journal of Strategic Marketing*, 28(2), 136-148.
- Risitano, M., La Ragione, G., Turi, A., & Ferretti, M. (2023). Analysing the relevance of value creation in the interconnection amongst entrepreneurship, marketing and innovation: a systematic literature review. *International Journal of Entrepreneurial Behavior & Research*.
- Roseman, I. J., & Smith, C. A. (2001). Appraisal theory: overview, assumptions, varieties, controversies. In *Appraisal processes in emotion* (eds Scherer KR, Schorr A., Johnstone T.) (pp. 3-34).
- Roseman, I. J., Spindel, M. S., & Jose, P. E. (1990). Appraisals of emotion-eliciting events: Testing a theory of discrete emotions. *Journal of personality and social psychology*, 59(5), 899.
- Ross, J., Strevel, H., & Javadizadeh, B. (2021). Don't stop believin': the journey to entrepreneurial burnout and back again . *Journal of Small Business and Entrepreneurship*, 33(5), 559-582.
- Ruel, S., & El Baz, J. (2021). Disaster readiness' influence on the impact of supply chain resilience and robustness on firms' financial performance: A COVID-19 empirical investigation. *International Journal of Production Research*, 1-19.
- Runyan, R. C. (2006). Small business in the face of crisis: identifying barriers to recovery from a natural disaster 1. *Journal of Contingencies and crisis management*, 14(1), 12-26.
- Sadiku-Dushi, N., & Ramadani, V. (2019). Entrepreneurial Marketing: What We Know And What We Should Know? ISCBE 2019, 711.
- Sadiku-Dushi, N., Dana, L.-P., & Ramadani, V. (2019). Entrepreneurial marketing dimensions

and SMEs performance. *Journal of Business Research*, 100, 86-99.

Sahid, S., & Habidin, N. F. (2018). Exploring measurement model for entrepreneurial marketing construct: A marketing for SME's. *International Journal of Supply Chain Management*, 7(6), 674-683.

Sahu, C. K., & Panda, R. K. (2024). Entrepreneurial marketing practices and manufacturing venture performance during a pandemic: the mediating role of innovation. *Journal of Small Business and Enterprise Development*.

Sajjad, A., Ibrahim, Y., & Shamsuddin, J. (2022). The moderating role of environmental turbulence between learning orientation and SME performance in the manufacturing sector of Pakistan. *Journal of Distribution Science*, 20(5), 1-11.

Salamzadeh, A., & Dana, L. P. (2020). The coronavirus (COVID-19) pandemic: challenges among Iranian start-ups. *Journal of Small Business & Entrepreneurship*, 1-24.

Santisteban, J., Inche, J., & Mauricio, D. (2021). Critical success factors throughout the life cycle of information technology start-ups. *Entrepreneurship and Sustainability Issues*, 8(4), 446.

Santoro, G., Bertoldi, B., Giachino, C., & Candelo, E. (2020). Exploring the relationship between entrepreneurial resilience and success: The moderating role of stakeholders' engagement. *Journal of Business Research*, 119, 142-150.

Santoro, G., Messeni-Petruzzelli, A., & Del Giudice, M. (2021). Searching for resilience: the impact of employee-level and entrepreneur-level resilience on firm performance in small family firms. *Small Business Economics*, 57(1), 455-471.

Sari, D., Kusuma, B. A., Sihotang, J., & Febrianti, T. (2023). The role of entrepreneurial marketing & innovation capability in the performance of SMEs during covid-19 pandemic: Evidence of MSMEs in West Java. *Cogent Business and Management*, 10(1), Article 2194091.

Sarma, M., Septiani, S., & Nanere, M. (2022). The Role of Entrepreneurial Marketing in the Indonesian Agro-Based Industry Cluster to Face the ASEAN Economic Community. *Sustainability (Switzerland)*, 14(10), 6163.

Sarwoko, E., & Nurfarida, N. (2021). Entrepreneurial marketing: Between entrepreneurial personality traits and business performance. *Entrepreneurial Business and Economics Review*, 9(2), 105-118.

Schaefer, D. R., & Dillman, D. A. (1998). Development of a standard e-mail methodology: Results of an experiment. *Public opinion quarterly*, 378-397.

Schermelleh-Engel, K., Moosbrugger, H., & Müller, H. (2003). Evaluating the fit of structural equation models: Tests of significance and descriptive goodness-of-fit measures. *Methods of psychological research online*, 8(2), 23-74.

Schneider, C. Q., & Rohlfing, I. (2016). Case studies nested in fuzzy-set QCA on sufficiency: Formalizing case selection and causal inference. *Sociological Methods & Research*, 45(3), 526-568.

Schunk, D. H., & DiBenedetto, M. K. (2020). Motivation and social cognitive theory. *Contemporary educational psychology*, 60, 101832.

Schwaeke, J., Peters, A., Kanbach, D. K., Kraus, S., & Jones, P. (2024). The new normal: The status quo of AI adoption in SMEs. *Journal of small business management*, 1-35.

Scott, N., Al Riyami, H., & Soliman, M. (2024). Writing a literature review. *How to Get*

Published in the Best Tourism Journals, 91-107.

Shadish, W. R., Cook, T. D., & Campbell, D. T. (2002). *Experimental and Quasi-Experimental Designs for Generalized Causal Inference*. Houghton Mifflin.

Shams, R., Vrontis, D., Belyaeva, Z., Ferraris, A., & Czinkota, M. R. (2021). Strategic agility in international business: A conceptual framework for “agile” multinationals . *Journal of International Management*, 27(1), Article 100737.

Shankar, S., & Singh, A. K. (2022). Effects of Entrepreneurship Marketing on the Performance of SMEs in Bihar . *International Journal of Special Education*, 37(2), 1-15.

Sharma, N. P., Sharma, T., & Nanda Agarwal, M. (2022). Relationship between perceived performance management system (PMS) effectiveness, work engagement and turnover intention: mediation by psychological contract fulfillment . *Benchmarking*, 29(9), 2985-3007.

Sharma, S., & Goyal, D. P. (2023). Startup-India: an exploratory analysis of issues, challenges, and the road ahead. *International Journal of Entrepreneurship and Small Business*, 49(2), 246-262.

Shaw, E. (2004). Marketing in the social enterprise context: Is it entrepreneurial? . *Qualitative Market Research: An International Journal*, 7(3), 194-205.

Shenkar, O., & Ellis, S. (2022). The Rise and Fall of Structural Contingency Theory: A Theory's ‘autopsy’ . *Journal of Management Studies*, 59(3), 782-818.

Shepherd, D. A., & Gruber, M. (2021). The Lean Startup Framework: Closing the Academic–Practitioner Divide . *Entrepreneurship: Theory and Practice*, 45(5), 967-998.

Shepherd, D. A., & Patzelt, H. (2017). *Trailblazing in Entrepreneurship: Creating New Paths for Understanding the Field*. Springer.

Shin, H., Lee, J. N., Kim, D., & Rhim, H. (2015). Strategic agility of Korean small and medium enterprises and its influence on operational and firm performance . *International Journal of Production Economics*, 168, 181-196.

Sikora, T., & Baranowska-Prokop, E. (2021). The role of strategic agility and economic environment's friendliness-hostility in explaining success of Polish SMEs. In *Advances in Longitudinal Data Methods in Applied Economic Research: 2020 International Conference on Applied Economics (ICOAE)* (pp. 267-283). Springer International Publishing.

Siregar, M. Y., Lubis, A. N., Absah, Y., & Gultom, P. (2024). Increasing the competitive advantage and the performance of SMEs using entrepreneurial marketing architectural innovation capability in North Sumatera, Indonesia. *Uncertain Supply Chain Management*, 12(2), 965-976.

Sisu, J. A., Tirnovanu, A. C., Patriche, C. C., Nastase, M., & Schin, G. C. (2024). Enablers of students' entrepreneurial intentions: findings from PLS-SEM and fsQCA. *International Journal of Entrepreneurial Behavior & Research*.

Sitompul, D. P., Salqaura, S. A., Rini, E. S., & Sembiring, B. K. F. (2021). Implementation of entrepreneurial marketing in improving sustainability performance of SME in pandemic age: case study on start-up in Medan. *International Journal of Business, Economics & Management*, 4(2), 301-309.

Skarmeas, D., Lisboa, A., & Saridakis, C. (2016). Export performance as a function of market learning capabilities and intrapreneurship: SEM and FsQCA findings. *Journal of Business Research*, 69(11), 5342-5347.

Snyder, C. R. (1994a). *Hope and optimism*. Encyclopedia of human behavior (Vol. 2): 535-

542. In: San Diego, CA: Academic Press.

Snyder, C. R. (1994b). Hope for the many vs. hope for the few. annual meeting of the American Psychological Association, Los Angeles,

Snyder, C. R. (1994c). *The psychology of hope: You can get there from here*. Simon and Schuster.

Snyder, C. R. (2002). Hope theory: Rainbows in the mind. *Psychological inquiry*, 13(4), 249-275.

Snyder, C. R., LaPointe, A. B., Jeffrey Crowson, J., & Early, S. (1998). Preferences of high- and low-hope people for self-referential input. *Cognition & Emotion*, 12(6), 807-823.

Snyder, C. R., Lopez, S. J., Edwards, L. M., & Marques, S. C. (2020). *The Oxford handbook of positive psychology*. Oxford university press.

Snyder, C. R., Rand, K. L., & Sigmon, D. R. (2002). *Hope theory*. Handbook of positive psychology, 257, 276.

Snyder, C. R., Sympson, S. C., Ybasco, F. C., Borders, T. F., Babyak, M. A., & Higgins, R. L. (1996). Development and validation of the State Hope Scale. *Journal of personality and social psychology*, 70(2), 321.

Snyder, C., Harris, C., Anderson, J., Holleran, S., Irving, L., & Sigmon, S. (2007). Adult Hope Scale (AHS). *Journal of personality and social psychology*, 60, 570-585.

Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, pp. 104, 333–339.

Spreitzer, G., & Cameron, K. (2012). Applying a POS lens to bring out the best in organizations. *Organizational Dynamics*, 2(41), 85-88.

Sreenivasan, A., & Suresh, M. (2024). Agility adaptability and alignment in start-ups. *Journal of Science and Technology Policy Management*, 15(5), 963-996.

Stantcheva, S. (2023). How to run surveys: A guide to creating your own identifying variation and revealing the invisible. *Annual Review of Economics*, 15(1), 205-234.

Stolz, L. (2020). Startup competitions and their role in entrepreneurial ecosystems: A conceptual attempt . *Zeitschrift fur Wirtschaftsgeographie*, , 64(4), 233-246.

Suandi, E. (2023). Evaluating the relationship between entrepreneurial marketing, competitive advantage, and Islamic banks performance. *Journal of Financial Services Marketing*, 28(3), 599-614.

Suder, M. (2023). Impact of entrepreneurial orientation on performance and moderating role of crisis perception: multi-method examination. *Journal of Organizational Change Management*, 36(8), 86-116.

Sullivan-Taylor, B., & Branicki, L. (2011). Creating resilient SMEs: why one size might not fit all. *International Journal of Production Research*, 49(18), 5565-5579.

Sun, X., Wandelt, S., & Zhang, A. (2022). STARTUPS: Founding airlines during COVID-19 - A hopeless endeavor or an ample opportunity for a better aviation system? . *Transport Policy*, 118, 10-19.

Sunarsih, S., & Augustine, Y. (2024). The Effect of ESG Disclosure, Manager Qualification and Workplace Safety on Firm Value with Firm Size and Financial Leverage as Control Variables In Manufacturing Companies Listed on the Indonesia Stock Exchange year 2020-2022. *Technium Sustainability*, 5, 61-74.

- Tabasi Lotfabadi, V., Karimi, N., & Ghasempour Ganji, S. F. (2023). How Entrepreneurial Marketing Leads to Customer Satisfaction (The Mediation Effect of Customer Value). *Interdisciplinary Journal of Management Studies (Formerly known as Iranian Journal of Management Studies)*, 17(1), 239-257.
- Talwar, S., Talwar, M., Kaur, P., & Dhir, A. (2020). Consumers' resistance to digital innovations: A systematic review and framework development. *Australasian Marketing Journal (AMJ)*, 28(4), 286-299.
- Tashakkori, A., & Teddlie, C. (2003). *Handbook of Mixed Methods in Social & Behavioral Research*. Thousand Oaks, CA: Sage Publications.
- Teddlie, C., & Yu, F. (2007). Mixed methods sampling: A typology with examples. *Journal of mixed methods research*, 1(1), 77-100.
- Teece, D., Peteraf, M., & Leih, S. (2016). Dynamic capabilities and organizational agility: Risk, uncertainty, and strategy in the innovation economy. *California Management Review*, 58(4), 13-35.
- Thiem, A. (2014). Unifying configurational comparative methods: Generalized-set qualitative comparative analysis. *Sociological Methods & Research*, 43(2), 313-337.
- Thompson-Whiteside, H., Turnbull, S., & Howe-Walsh, L. (2018). Developing an authentic personal brand using impression management behaviours: Exploring female entrepreneurs' experiences. *Qualitative Market Research*, 21(2), 166-181.
- Trinh, T. H., Liem, N. T., & Kachitvichyanukul, V. (2014). A game theory approach for value co-creation systems. *Production & Manufacturing Research*, 2(1), 253-265.
- Tugade, M. M., & Fredrickson, B. L. (2004). Resilient individuals use positive emotions to bounce back from negative emotional experiences. *Journal of personality and social psychology*, 86(2), 320.
- Tunku Abaidah, T. N. A. B., Bin Kamarudin, M. A. I., & Kamarruddin, N. N. A. B. (2024). The Model of Entrepreneurial Marketing (EM) Among Agropreneurs in the Emerging Markets: A Conceptual Framework. *UCJC Business and Society Review*, 21(80), 160-209.
- Turner, S., & Endres, A. (2017). Strategies for enhancing small business owners' success rates. *International Journal of Applied Management and Technology*, 16(1), 3.
- Tüzün, I. K., Çetin, F., & Basim, H. N. (2018). Improving job performance through identification and psychological capital. *International Journal of Productivity and Performance Management*.
- Vacharkulksemsuk, T., & Fredrickson, B. L. (2013). Looking back and glimpsing forward: The broaden-and-build theory of positive emotions as applied to organizations. In *Advances in positive organizational psychology* (Vol. 1, pp. 45-60). Emerald Group Publishing Limited.
- Vaske, J. J., Beaman, J., & Sponarski, C. C. (2017). Rethinking internal consistency in Cronbach's alpha. *Leisure sciences*, 39(2), 163-173.
- Verma, V. K., & Chandra, B. (2018). An application of theory of planned behavior to predict young Indian consumers' green hotel visit intention. *Journal of Cleaner Production*, 172, 1152-1162.
- Verma, V. K., Chandra, B., & Kumar, S. (2019). Values and ascribed responsibility to predict consumers' attitude and concern towards green hotel visit intention. *Journal of Business Research*, 96, 206-216.

- Walsh, F. (2020). Loss and resilience in the time of COVID-19: Meaning making, hope, and transcendence. *Family process*, 59(3), 898-911.
- Wanasida, A. S., Bernarto, I., sudibjo, N., & Pramono, R. (2021). Millennial transformational leadership on organizational performance in Indonesia fishery start-up. *The Journal of Asian Finance, Economics, and Business*, 8(2), 555-562.
- Weaver, B., & Maxwell, H. (2014). Exploratory factor analysis and reliability analysis with missing data: A simple method for SPSS users. *The Quantitative Methods for Psychology*, 10(2), 143-152.
- Webster, R. L., Hammond, K. L., & Rothwell, J. C. (2014). Market orientation effects on business school performance: Views from inside and outside the business school. *American Journal of Business Education (AJBE)*, 7(1), 9-20.
- Whalen, P., Uslay, C., Pascal, V. J., Omura, G., McAuley, A., Kasouf, C. J., Jones, R., Hultman, C. M., Hills, G. E., Hansen, D. J., Gilmore, A., Giglierano, J., Eggers, F., & Deacon, J. (2016). Anatomy of competitive advantage: towards a contingency theory of entrepreneurial marketing . *Journal of Strategic Marketing*, 24(1), 5-19.
- Williams, C. (2007). Research methods. *Journal of Business & Economics Research (JBER)*, 5(3).
- Wilujeng, S., Pratikto, H., Soetjipto, B., & Syihabudhin, S. (2021). Supply chain resilience as a mediator of the relationship between entrepreneurial resilience and SME performance. *Uncertain Supply Chain Management*, 9(4), 1091-1098.
- Wong, S. K.-S. (2014). Impacts of environmental turbulence on entrepreneurial orientation and new product success. *European Journal of Innovation Management*.
- Wood, M. D., Wells, E. M., Rice, G., & Linkov, I. (2019). Quantifying and mapping resilience within large organizations. *Omega*, 87, 117-126.
- Woodman, T., Davis, P. A., Hardy, L., Callow, N., Glasscock, I., & Yuill-Proctor, J. (2009). Emotions and sport performance: An exploration of happiness, hope, and anger. *Journal of sport and exercise psychology*, 31(2), 169-188.
- Xiang, Y., & Yuan, R. (2021). Why do people with high dispositional gratitude tend to experience high life satisfaction? A broaden-and-build theory perspective. *Journal of Happiness Studies*, 22(6), 2485-2498.
- Xie, X., Wu, Y., Palacios-Marqués, D., & Ribeiro-Navarrete, S. (2022). Business networks and organizational resilience capacity in the digital age during COVID-19: A perspective utilizing organizational information processing theory . *Technological Forecasting and Social Change*, 177, Article 121548.
- Yadav, R., Balaji, M., & Jebarajakirthy, C. (2019). How psychological and contextual factors contribute to travelers' propensity to choose green hotels? *International Journal of Hospitality Management*, 77, 385-395.
- Yang, M., & Gabrielsson, P. (2017). Entrepreneurial marketing of international high-tech business-to-business new ventures: A decision-making process perspective. *Industrial Marketing Management*, 64, 147-160.
- Yang, X., Zhao, K., Tao, X., & Shiu, E. (2019). Developing and validating a theory-based model of crowdfunding investment intention—Perspectives from social exchange theory and customer value perspective. *Sustainability*, 11(9), 2525.
- Yasir, M., Majid, A., & Yasir, M. (2017). Entrepreneurial knowledge and start-up behavior in

a turbulent environment. *Journal of Management Development*, 36(9), 1149-1159.

Ye, X., Ren, S., Chadee, D., & Wang, Z. (2020). 'The canary in the coal mine': A multi-level analysis of the role of hope in managing safety performance of underground miners. *Journal of Vocational Behavior*, 121, 103461.

Yildiz, T., & Aykanat, Z. (2021). The mediating role of organizational innovation on the impact of strategic agility on firm performance. *World Journal of Entrepreneurship, Management and Sustainable Development*, 17(4), 765-786.

Young, K. A., Greenbaum, R. T., & Dormady, N. C. (2017). Sex, gender, and disasters: Experimental evidence on the decision to invest in resilience. *International journal of disaster risk reduction*, 24, 439-450.

Yousefian Arani, V., Fayyazi, M., Amin, F., & Davari, A. (2022). Identifying the dimensions of personal resilience model of Iranian start-up founders. *Journal of Business Management*, 14(4), 741-769.

Youssef, C. M., & Luthans, F. (2007). Positive organizational behavior in the workplace: The impact of hope, optimism, and resilience. *Journal of management*, 33(5), 774-800.

Yuan, R., Luo, J., Liu, M. J., & Yu, J. (2022). Understanding organizational resilience in a platform-based sharing business: The role of absorptive capacity . *Journal of Business Research*, 141, 85-99.

Yusendra, A., Paramitasari, N., & Rahmawati, L. (2020). Building and enhancing start-up business performance using entrepreneurial marketing and collaborative business incubation . *International Journal of Psychosocial Rehabilitation*, 24(1), 1241-1255.

Yusrita, Tarigan, N. M. R., Sasongko, W. D., Abdullah, Y., & Nabila. (2021). Co-creation through entrepreneurial marketing: A study at the creative industries . *Academy of Entrepreneurship Journal*, 27(5), 1-8.

Zahara, Z., Ikhsan, Santi, I. N., & Farid. (2023). Entrepreneurial marketing and marketing performance through digital marketing capabilities of SMEs in post-pandemic recovery. *Cogent Business & Management*, 10(2), 2204592.

Zaman, U., Florez-Perez, L., Farías, P., Abbasi, S., Khwaja, M. G., & Wijaksana, T. I. (2021). Shadow of your former self: exploring project leaders' post-failure behaviors (resilience, self-esteem and self-efficacy) in high-tech start-up projects. *Sustainability*, 13(22), 12868.

Zareimatin, H., Rahmati, M. H., Moosavi, S. M. M., & Vedadi, A. (2014). Designing manager's Competency Model in Country's Cultural Organizations. *Public Organizations Management*, 2(4), 19-36.

Zhai, W., & Yue, H. (2022). Economic resilience during COVID-19: An insight from permanent business closures . *Environment and Planning A*, 54(2), 219-221.

Zhang, X.-e., & Li, Q. (2021). Does Green Proactiveness Orientation Improve the Performance of Agricultural New Ventures in China? The Mediating Effect of Sustainable Opportunity Recognition. *SAGE Open*, 11(4), 21582440211067224.

Zhao, X., Sun, Z. Z., & Karniadakis, G. E. (2015). Second-order approximations for variable order fractional derivatives: algorithms and applications. *Journal of Computational Physics*, 293, 184-200.

Zhong, Y., Busser, J., Shapoval, V., & Murphy, K. (2021). Hospitality and tourism student engagement and hope during the COVID-19 pandemic. *Journal of hospitality & tourism education*, 33(3), 194-206.

- Zhu, L., & Zhang, H. (2018). Research on the Relationship Between EM and NVP—Exploring the Moderating Role of EU. *Journal of Advanced Computational Intelligence and Intelligent Informatics*, 22(6), 853-860.
- Zhu, Z., & Matsuno, K. (2016). Entrepreneurial proclivity: its environmental conditions and growth consequences. *Journal of Strategic Marketing*, 24(1), 20-33.
- Ziv, N., Chaim, A. B., & Itamar, O. (2011). The effect of positive music and dispositional hope on state hope and affect. *Psychology of Music*, 39(1), 3-17.
- Zuzul, T., & Tripsas, M. (2020). Start-up inertia versus flexibility: The role of founder identity in a nascent industry. *Administrative Science Quarterly*, 65(2), 395-433.

APPENDICES

Appendix 1: List of reviewed papers in SLR

#	Author (year)	Journal Title	Title
1.	Adel <i>et al.</i> (2020).	“Journal of Entrepreneurship in Emerging Economies”	“Entrepreneurial marketing strategy, institutional environment, and business performance of SMEs in Egypt”
2.	Ahmad & Saber (2015)	“Tourism and Hospitality Research”	“Understanding marketing strategies with particular reference to small- and medium-sized hotel businesses in the United Arab Emirates”
3.	Ahmadi & O'Cass (2016)	“Journal of Strategic Marketing”	“The Role of Entrepreneurial Marketing in new technology ventures' first product commercialisation”
4.	Alford & Page (2015)	“Service Industries Journal”	“Marketing technology for adoption by small business”
5.	Alqahtani <i>et al.</i> (2022)	“Journal of Strategic Marketing”	“Entrepreneurial marketing and firm performance: scale development, validation, and empirical test”
6.	Alqahtani <i>et al.</i> (2023)	“Journal of Small Business Management”	“Comparing the moderated impact of entrepreneurial orientation, market orientation, and entrepreneurial marketing on firm performance”
7.	Alqahtani <i>et al.</i> (2024)	“Journal of the International Council for Small Business”	“Strategic performance blueprint: Optimizing business performance through tailoring strategic postures to environmental and institutional contexts”
8.	Alshagawi & Mabkhot (2024)	“Cogent Business and Management”	“The impact of strategic entrepreneurship and entrepreneurial marketing, entrepreneurship values on small and medium enterprises' performance: evidence from Saudi Arabia”
9.	Amjad (2022)	“International Journal of Management Education”	“Digital entrepreneurial marketing: A bibliometric analysis reveals an inescapable need for business schools”
10.	Arshi <i>et al.</i> (2023)	Heliyon	“Can entrepreneurial marketing compensate for late market entry? A moderated mediation analysis”

11.	Attuahene-Gima & Ko (2001)	“Organization Science”	“An empirical investigation of the effect of market orientation and entrepreneurship orientation alignment on product innovation”
12.	Bachmann <i>et al.</i> (2021)	“Industrial Marketing Management”	“Effects of entrepreneurial marketing on new ventures' exploitative and exploratory innovation: The moderating role of competitive intensity and firm size”
13.	Block <i>et al.</i> (2014).	“Journal of Business Venturing”	“Trademarks and venture capital valuation”
14.	Bruce <i>et al.</i> (2023)	“Journal of Marketing Management”	“Women microbusiness owners' entrepreneurial marketing decision-making during a crisis”
15.	Buccieri & Park (2022)	“Journal of Business Research”	“Entrepreneurial marketing and reconfiguration towards post-entry performance: Moderating effects of market dynamism and entry mode”
16.	Buccieri <i>et al.</i> (2022)	“Industrial Marketing Management”	“Examining the formation of entrepreneurial resources in emerging market international new ventures”
17.	Buccieri <i>et al.</i> (2023)	“Journal of Strategic Marketing”	“Innovation and differentiation of emerging market international new ventures the role of entrepreneurial marketing”
18.	Chaston (1997)	“European Journal of Marketing”	“Small firm performance: Assessing the interaction between entrepreneurial style and organisational structure”
19.	Chen (2024)	“Sustainability”	“The Innovative Entrepreneurial Marketing Journey and Sustainable Development of Southeast Asian Immigrants”
20.	Crick (2021)	“Journal of Strategic Marketing”	“The dimensionality of the market orientation construct”
21.	Crick <i>et al.</i> (2021).	“International Journal of Entrepreneurial Behaviour and Research”	“The impact of the interaction between an entrepreneurial marketing orientation and competition on business performance”
22.	Crick <i>et al.</i> (2023)	“International Journal of Entrepreneurial Behaviour and Research”	“Coopetition and the marketing/entrepreneurship interface in an international arena”

23.	Crittenden <i>et al.</i> (2023)	“Journal of Marketing Theory and Practice”	“Influential entrepreneurs and entrepreneurial influencers: are they two sides of the same coin?”
24.	Deku <i>et al.</i> (2023)	“Journal of Islamic Marketing”	“Innovations in entrepreneurial marketing dimensions: Evidence of Halal food SMEs in Ghana.”
25.	Eggers <i>et al.</i> (2012).	“International Entrepreneurship and Management Journal”	“Examining the relationship between customer and entrepreneurial orientation on nascent firms' marketing strategy”
26.	Eggers <i>et al.</i> (2020).	“Journal of Business Research”	“Developing a scale for entrepreneurial marketing: Revealing its inner frame and prediction of performance”
27.	Ehret <i>et al.</i> (2013).	“Industrial Marketing Management”	“Business models: Impact on business markets and opportunities for marketing research”
28.	Elgammal <i>et al.</i> (2022)	“Sustainability”	“Entrepreneurs' Responses to COVID-19 Crisis: A Holistic Dynamic Capabilities Perspective in the Saudi Food and Beverage Sector”
29.	Felzensztein <i>et al.</i> (2022)	“Journal of Strategic Marketing”	“Capabilities and the internationalisation of smaller-sized, service-oriented firms in the southern hemisphere”
30.	Ferreira <i>et al.</i> (2019)	“Journal of Marketing Management”	“Entrepreneurial marketing and hybrid entrepreneurship: The case of JM Reid Bamboo Rods”
31.	Fillis (2015)	“International Journal of Entrepreneurial Behaviour and Research”	“Biographical research as a methodology for understanding entrepreneurial marketing”
32.	Franco <i>et al.</i> (2014).	“Journal of Small Business and Enterprise Development”	“An exploratory study of entrepreneurial marketing in SMEs: The role of the founder-entrepreneur”
33.	Friske & Cockrell (2019)	“Journal of Macromarketing”	“Entrepreneurship, Excise Taxes, and the Flight to Quality”
34.	Furst <i>et al.</i> (2023)	“Journal of the Academy of Marketing Science”	“The role of marketing in new ventures: How marketing activities should be organized in firms' infancy”
35.	Gliga and Evers (2023)	“Journal of Business Research”	“Marketing capability development through networking – An entrepreneurial marketing perspective”

36.	Guerola-Navarro <i>et al.</i> (2022)	“International Entrepreneurship and Management Journal”	“Customer relationship management and its impact on entrepreneurial marketing: a literature review”
37.	Hagen <i>et al.</i> (2019).	“International Marketing Review”	“From fragile to agile: Marketing as a critical driver of Entrepreneurial Internationalisation”
38.	Hallbäck & Gabrielsson (2013)	“International Business Review”	“Entrepreneurial marketing strategies during the growth of international new ventures originating in small and open economies”
39.	Hanaysha & Shaikh (2022)	“Sustainability”	“An Examination of Entrepreneurial Marketing Dimensions and Firm Performance in Small and Medium Enterprises”
40.	Hendijani Fard & Seyyed Amiri (2018)	“Journal of Islamic Marketing”	“The Effect of entrepreneurial marketing on Halal Food SMEs performance”
41.	Hilal & Tantawy (2022)	“Journal of Entrepreneurship in Emerging Economies”	“Entrepreneurial marketing and bank performance in Egypt: is environmental turbulence a missing link?”
42.	Ho <i>et al.</i> (2022)	“Journal of Innovation and Knowledge”	“Leveraging entrepreneurial marketing processes to ameliorate the liability of poorness: The case of smallholders and SMEs in developing economies”
43.	Hong <i>et al.</i> (2023)	“International Journal of Entrepreneurial Behaviour and Research”	“How is entrepreneurial marketing shaped by E-commerce technology: a case study of Chinese pure-play e-retailers”
44.	Jenson <i>et al.</i> (2020).	“Journal of Business Research”	“An entrepreneurial marketing process perspective of the role of intermediaries in producing innovation outcomes”
45.	Jones <i>et al.</i> (2013).	“Journal of Marketing Management”	“Strategic network marketing in technology SMEs”
46.	Jones <i>et al.</i> (2013).	“Service Industries Journal”	“Entrepreneurial marketing: A comparative study”
47.	Kakeesh <i>et al.</i> (2024)	“Journal of Marketing Analytics”	“Entrepreneurial marketing and business performance in SMEs: the mediating role of competitive aggressiveness”

48.	Karami & Hossain (2024)	“Marketing Intelligence and Planning”	“Marketing intelligence and small firms' performance: the role of entrepreneurial alertness and effectuation”
49.	Khan <i>et al.</i> (2022)	“International Journal of Entrepreneurial Behaviour and Research”	“Integration of outside-in and inside-out entrepreneurial marketing capabilities, marketing agility and resources for entrepreneurial firm performance”
50.	Kim & Kim (2018)	“Sustainability”	“Entrepreneurial Marketing and Airline-Cause Sponsorship Congruence: Passenger Sponsorship Response to US-Based Full-Service Airlines”
51.	Kocak & Abimbola (2009)	“International Marketing Review”	“The effects of entrepreneurial marketing on born global performance”
52.	Kowalik & Plesniak (2022)	“Entrepreneurial Business and Economics Review”	“Marketing determinants of innovation ambidexterity in small and medium-sized manufacturers”
53.	Kowalik and Danik (2019)	“Journal of Business and Industrial Marketing”	“Marketing activity of international new ventures - application of the EMICO framework”
54.	Kowalik <i>et al.</i> (2022)	“Journal of Business and Industrial Marketing”	“Entrepreneurial marketing orientation of the Polish and Finnish SMEs and its environmental determinants”
55.	Kowalik <i>et al.</i> (2023)	“Journal of Small Business Management”	“Specialised marketing capabilities and foreign expansion of international new ventures”
56.	Kubberød <i>et al.</i> (2019)	“Journal of Small Business and Enterprise Development”	“The role of effectual networking in small business marketing”
57.	Lotfabadi <i>et al.</i> (2024)	“Interdisciplinary Journal of Management Studies”	“How Entrepreneurial Marketing Leads to Customer Satisfaction (The Mediation Effect of Customer Value)”
58.	Mahdi <i>et al.</i> (2024)	“Journal of Rural Studies”	“Entrepreneurial marketing practices and rural wine producers' performance: The moderating role of competitive intensity in an immediate post crisis period”

59.	Mahrous <i>et al.</i> (2020).	“Journal of Entrepreneurship in Emerging Economies”	“The Impact of characteristics of intra-organizational Environment on entrepreneurial marketing intensity and Performance in Egypt”
60.	Maritz & Nieman (2008)	“Journal of Services Marketing”	“Implementation of service profit chain initiatives in a franchise system”
61.	Matsuno & Kohlbacher (2020)	“Journal of Business Research”	“Proactive marketing response to population aging: The roles of capabilities and commitment of firms”
62.	Mattsson & Praesto (2005)	“Scandinavian Journal of Hospitality and Tourism”	“The creation of a Swedish heritage destination: An insider's view of entrepreneurial marketing”
63.	Miles <i>et al.</i> (2015).	“Journal of Strategic Marketing”	“Exploring Entrepreneurial Marketing”
64.	Mort <i>et al.</i> (2012).	“European Journal of Marketing”	“Advancing entrepreneurial marketing: Evidence from Born Global firms”
65.	Nguyen <i>et al.</i> (2021)	“Journal of Strategic Marketing”	“Potential absorptive capacity and performance of Vietnamese contract manufacturing exporters: mediating factors in entrepreneurial marketing behaviour”
66.	Nouri <i>et al.</i> (2019).	“Gender in Management”	“Exploring female entrepreneurs’ marketing decisions with a heuristics and biases approach”
67.	Ouragini & Lakhal (2023)	“Journal of the Knowledge Economy”	“The Impact of Entrepreneurial Marketing on The Firm Performance”
68.	Peterson & Crittenden (2020)	“Journal of Business Research”	“Exploring customer orientation as a marketing strategy of Mexican-American entrepreneurs”
69.	Renton & Richard (2020)	“Journal of Business Research”	“Entrepreneurship in marketing: Socializing partners for brand governance in EM firms”
70.	Sadiku-Dushi <i>et al.</i> (2019)	“Journal of Business Research”	“Entrepreneurial marketing dimensions and SMEs performance”
71.	Sahu & Panda (2024)	“Journal of Small Business and Enterprise Development”	“Entrepreneurial marketing practices and manufacturing venture performance during a pandemic: the mediating role of innovation”

72.	Sari <i>et al.</i> (2023)	“Cogent Business and Management”	“The Role of entrepreneurial Marketing and innovation capability in the performance of SMEs during covid-19 pandemic: Evidence of MSMEs in West Java”
73.	Sarma <i>et al.</i> (2022)	“Sustainability”	“The Role of Entrepreneurial Marketing in the Indonesian Agro-Based Industry Cluster to Face the ASEAN Economic Community”
74.	Sarwoko & Nurfarida(2021)	“Entrepreneurial Business and Economics Review”	“Entrepreneurial marketing: Between entrepreneurial personality traits and business performance”
75.	Suandi (2023)	“Journal of Financial Services Marketing”	“Evaluating the relationship between entrepreneurial marketing, competitive advantage, and Islamic banks performance”
76.	Whalen <i>et al.</i> (2016).	“Journal of Strategic Marketing”	“Anatomy of competitive advantage: Towards a contingency theory of entrepreneurial marketing”
77.	Yang & Gabrielsson (2017)	“Industrial Marketing Management”	“Entrepreneurial marketing of international high-tech business-to-business new ventures: A decision-making process perspective”
78.	Yang (2018)	“International Business Review”	“International entrepreneurial marketing strategies of MNCs: Bricolage as practised by marketing managers”
79.	Zahara <i>et al.</i> (2023)	“Cogent Business and Management”	“Entrepreneurial marketing and marketing performance through digital marketing capabilities of SMEs in post-pandemic recovery”
80.	Zhu & Matsuno (2016)	“Journal of Strategic Marketing”	“Entrepreneurial proclivity: It is environmental conditions and growth consequences”

Appendix 2: Survey Instrument

“CONSENT FORM CONSENT FORM

TITLE OF PROJECT: Exploring the Impact of Entrepreneurial Marketing on Start-up Performance: The Role of Hope, Entrepreneurial Resilience and Strategic Agility in The Post-COVID-19 Situation

APPLICATION NUMBER: (2023-3017E)

PRINCIPAL INVESTIGATOR: Dr Muhammad Fazal-e-Hasan

I confirm that I have read and understood the information provided in the participant information letter. If I had any questions, they have been satisfactorily answered. I agree to participate in this study for 20 minutes, understanding that the activity will be recorded digitally. I can withdraw my consent anytime, and my responses will be deleted and not included in the analysis. I understand that I cannot withdraw my consent once I submit my

responses, and my answers will remain anonymous. I also understand that the collected data may be published anonymously.”

- ☐ I agree and wish to proceed
 - ☐ I'm afraid I have to disagree and wish to leave
-

“Introduction

Thank you for taking part in this survey. The survey has two parts and will take approximately 20 minutes to complete. Part one consists of rating scale questions, while part two comprises scenario-based questions. We encourage you to express your genuine feelings when responding rather than focusing on what you believe is generally correct. Your honest opinions will greatly contribute to the accuracy of our findings. Thank you for your time and input.”

SQ 1 1. What is your Age Group?

- ☐ 18 or over (1)
- ☐ Under 18 (2)

SQ 2 2. Are you a founder OR, manager OR employee OR sole trader who has been involved in establishing the start-up during the last six years?

- ☐ Yes (1)
- ☐ No (2)

SQ 3 3. Has your start-up been established in the last six years?

- ☐ Yes (1)
- ☐ No (2)

“Part One: Rating Scale Questions

For all questions of part one, please indicate your level of agreement with the following statements.”

VC Questions about benefits that your start-up offers its customers.

	(1)	(2)	(3)	(4)	(5)
1. At my start-up, we provide exceptional service to create value for our customers. (1)					
2. At my start-up, we excel at creating value for our customers through our products and services. (2)					
3. My start-up's pricing structure is designed to reflect the value created for customers. (3)					
4. My start-up integrates business functions to better serve the target market's needs. (4)					
5. In my start-up, the managers have a clear understanding of how employees can contribute to creating value for our customers. (5)					
6. Providing value for customers is the most important thing my start-up does. (6)					
7. Our operations and decision-making are driven by our start-up's values, which focus on prioritising customer benefits. (7)					

PA Questions about your start-up's response to opportunities.

	(1)	(2)	(3)	(4)	(5)
1. My start-up always looks for better ways to do things. (1)					
2. My start-up identifies opportunities for growth (2)					
3. My start-up excels at turning challenges into growth opportunities. (3)					
4. My start-up is proactive when opportunities arise. (4)					

RL Questions about the ways your start-up manages resources.

	(1)	(2)	(3)	(4)	(5)
1. my start-up has leveraged networking to gain a competitive edge. (1)					
2. My start-up can be leveraged by sharing the resources. (2)					
3. My start-up always does more jobs with fewer resources. (3)					
4. We always manage to gather the necessary resources to accomplish our tasks. (4)					
5. In my start-up, we give our team the authority to finish the job on time. (5)					

CI Questions about your start-up's actions with a focus on customers.

	(1)	(2)	(3)	(4)	(5)
1. My start-up focuses on customer satisfaction. (1)					
2. My start-up's objectives are driven by customer care. (2)					
3. My start-up pays close attention to customers' after-sales service. (3)					
4. My start-up's employees strive to create innovative customer relationships. (4)					
5. In my capacity, I closely monitor my start-up's commitment to serving customers. (5)					
6. The goal of increasing customer value drives my start-up strategies. (6)					

RT Questions about the actions of your start-up in risky situations.

	(1)	(2)	(3)	(4)	(5)
1. My start-up prefers taking risks to seize opportunities.					
2. My start-up is willing to take risks when we think it will benefit the start-up.					
3. My start-up takes previously estimated risks.					
4. Please select Somewhat agree					

IO Questions about your start-up engagement in creative and innovative actions.

	(1)	(2)	(3)	(4)	(5)
1. My start-up uses innovative approaches to do the job more efficiently. (1)					
2. Being innovative is a competitive advantage for my start-up. (2)					
3. My start-up tends to be more innovative than most direct competitors. (3)					
4. My start-up has a culture that promotes innovation. (4)					

OF Questions about your start-up's ability to seize opportunities.

	(1)	(2)	(3)	(4)	(5)
1. My start-up is exploring opportunities beyond our current customers and markets. (1)					
2. My start-up is good at recognising and pursuing opportunities. (2)					
3. I would characterise my start-up as opportunity-driven. (3)					
4. My start-up will do whatever it takes to pursue a new opportunity. (4)					

HP Questions about your feelings towards the future.

	(1)	(2)	(3)	(4)	(5)
1. I can think of many ways to get my start-up out of the crisis. (1)					
2. I energetically pursue my start-up's goals. (2)					
3. There are lots of ways around any problem my start-up faces. (3)					
4. I can think of many ways to get the things in life that are important to my start-up. (4)					
5. Even when others get discouraged, I know I can find a way to solve my start-up's problems. (5)					
6. My past experiences have prepared my start-up well for the future. (6)					
7. I will be pretty successful in managing my start-up. (7)					
8. I am confident that I will meet my start-up's goals. (8)					

ER Questions about your start-up's capability to bounce back in hard situations.

	(1)	(2)	(3)	(4)	(5)
1. I am actively looking for ways to overcome the losses of my start-up.					
2. I positively deal with difficult situations faced by my start-up. (2)					
3. I look for creative ways to overcome the crisis my start-up may face. (3)					
4. Regardless of what happens, my start-up can control its reaction. (4)					
5. Please select strongly disagree					

SA Questions about your start-up flexibility in a dynamic market environment.

	(1)	(2)	(3)	(4)	(5)
1. My start-up's strategy is to customise a product or service to suit customers quickly. (1)					
2. My start-up reacts swiftly when competitors launch a new product or service. (2)					
3. My start-up introduces a new pricing schedule in response to changes in competitors' prices. (3)					
4. If needed, my start-up will expand into new markets (4)					
5. My start-up's strategy is to adopt new technologies quickly to produce better products or services. (5)					
6. my start-up adopts new and suitable business models to meet customers' changing requirements. (6)					

TT Questions about the technological changes in your start-up's industry.

	(1)	(2)	(3)	(4)	(5)
1. My start-ups operate in an industry where technology is rapidly changing.					
2. The technology continuously evolves in my start-up's business environment.					
3. Rapid technological changes in our business environment cause some challenges for my start-up.					
4. The technology in my start-up product is evolving rapidly.					

OP Questions about the performance of your start-up.

	(1)	(2)	(3)	(4)	(5)
1. My start-up has created jobs for people.					
2. My start-up has enjoyed a consistent growth in sales.					
3. My start-up's market share has increased in recent years					
4. My start-up has enjoyed growing profit in recent years.					

Appendix 3: Experiment Instrument

Start of Block: High Hope and Resilience

“EXPERIMENT HOPE High 0 Part Two: Scenario-Based Questions

Thank you for completing the first part of the survey. In the second part, please read each question thoroughly and imagine yourself in that scenario before answering.

Imagine you are the founder or manager of a start-up, facing a difficult situation, such as a financial crisis. You always devise multiple ways to develop and implement solutions in such situations. Please write down two benefits of devising multiple solutions while facing difficult situations.”

EXPERIMENT HOPE High 1

	(1)	(2)	(3)	(4)	(5)
When a founder or manager devises various ways to develop and implement the solution(s) while facing challenging situations, does it help the start-up get out of trouble?					

“EXPERIMENT HOPE High 2 Scenario (1H)

As the founder or manager of a start-up, your financial consultant has advised you to seek out several business partners. The suggestion was made in light of the challenging market conditions that have arisen due to the impact of COVID-19 on your start-up's financial situation. The consultant believes that finding multiple business partners will help improve the performance of your start-up. You are eager to pursue this recommendation and have developed several robust plans to find suitable partners. You are confident that collaborating

with business partners will help you strengthen your position in the market.
Please indicate how much you agree or disagree with the following statements.”

	(1)	(2)	(3)	(4)	(5)
1. My start-up has created jobs for people. (1)					
2. My start-up has enjoyed a consistent growth in sales. (2)					
3. My start-up's market share has increased in recent years. (3)					
4. My start-up has enjoyed significant profit in recent years. (4)					

“EXPERIMENT RESILIENCE High 0 1. Scenario related to entrepreneurial resilience
Imagine that you are the founder or manager of a start-up facing extreme crisis. You tell your colleagues they can bounce back by adapting to challenging circumstances. Please write two benefits of being adaptable while facing difficult circumstances.”

EXPERIMENT RESILIENCE High 1

	(1)	(2)	(3)	(4)	(5)
When a founder or manager prefers to bounce back by adapting to challenging circumstances, it helps a start-up overcome them.					

“EXPERIMENT RESILIENCE High 2 Scenario (1H)

You are the founder or manager of a start-up. Your consultant has advised that your start-up needs a flexible and adaptable plan for your business (e.g. finding an investor to develop new processes using Artificial Intelligence, AI) in the current challenging circumstances after

COVID-19. Without flexibility and adaptability, the start-up is likely to collapse. This suggestion has been made due to the difficult market circumstances impacting the start-up's situation after COVID-19. You believe flexibility and adaptability to develop a plan for your business (e.g., finding an investor to create new processes using AI) are the only ways to improve your business processes in the current challenging circumstances after COVID-19. Please indicate how much you agree or disagree with the following statements.”

	(1)	(2)	(3)	(4)	(5)
1. My start-up has created jobs for people.					
2. My start-up has enjoyed a consistent growth in sales.					
3. My start-up's market share has increased in recent years. (3)					
4. My start-up has enjoyed significant profit in recent years. (4)					

End of Block: High Hope and Resilience

Start of Block: Low Hope and Resilience

“EXPERIMENT HOPE Low 0 Part Two: Scenario-Based Questions

Thank you for completing the first part of the survey. In the second part, for each question, we kindly ask you to read the scenario and imagine yourself in that situation before answering.

1. Scenario related to hope

Imagine that you are the founder or manager of a start-up. In difficult situations (e.g., financial crises), you are not keen and inclined to develop and implement the new solution(s) and prefer a status quo until the problem is resolved. Please write two benefits of sticking with the status-quo strategy until the problematic situations are resolved.”

EXPERIMENT HOPE Low 1

	(1)	(2)	(3)	(4)	(5)
When a founder or manager prefers the status quo and sticks with existing solution(s) while facing challenging situations, it helps the start-up overcome the difficult situation.					

“EXPERIMENT HOPE Low 2 Scenario (1L)

You are the founder or manager of a start-up. Your financial consultant has suggested that you find a new business partner. This suggestion has been made due to the market circumstances impacting the start-up's financial situation after COVID-19, and the financial consultant thinks that finding a new business partner will help you improve your start-up performance. However, you are not willing to devise several new plans to find business partners. You prefer a status quo and stick with existing solution(s) while facing challenging situations, believing it still helps start-ups come out of difficult conditions. You acknowledge that business partners can improve your position in the market without collaboration with business partners.

This collaboration is less likely to improve your position in the market. Please indicate how much you agree or disagree with the following statements.”

	(1)	(2)	(3)	(4)	(5)
1. My start-up has created jobs for people. (1)					
2. My start-up has enjoyed a consistent growth in sales. (2)					
3. My start-up's market share has increased in recent years. (3)					
4. My start-up has enjoyed significant profit in recent years. (4)					

“EXPERIMENT RESILIENCE Low 0 Scenarios related to entrepreneurial resilience

Imagine that you are the founder or manager of a start-up. You encourage your colleagues to follow current plans in challenging circumstances. Please write two benefits of following

current plans while facing difficult circumstances. Try your best to make your answers logical and convincing.”

EXPERIMENT RESILIENCE Low 1

	(1)	(2)	(3)	(4)	(5)
When a founder or manager prefers to follow current plans while facing difficult circumstances, it helps a start-up overcome those circumstances.					

“EXPERIMENT RESILIENCE Low 2 Scenario (2L)

You are the founder or manager of a start-up. Your consultant has advised that your start-up needs a flexible and adaptable plan for your business (e.g. finding an investor to develop new processes using Artificial Intelligence, AI) in the current challenging circumstances after COVID-19. Without flexibility and adaptability, the start-up is likely to collapse. This suggestion has been made due to the challenging market circumstances impacting the start-up's situation after COVID-19. However, you believe flexibility and adaptability to develop a plan for your business (e.g. finding an investor to develop new processes using AI) will be a considerable expense and risky move. You will prefer to stick with the current plan and wait for good times, after which you may employ a flexible and adaptable plan for your business (e.g. finding an investor to develop new processes using AI).

Please indicate how much you agree or disagree with the following statements.”

	(1)	(2)	(3)	(4)	(5)
1. My start-up has created jobs for people. (1)					
2. My start-up has enjoyed a consistent growth in sales. (2)					
3. My start-up's market share has increased in recent years. (3)					
4. My start-up has enjoyed significant profit in recent years. (4)					

Appendix 4: Participant Information Letter



Appendix 4: PARTICIPANT INFORMATION LETTER

PROJECT TITLE: Exploring the Impact of Entrepreneurial Marketing on Start-Ups' Performance: The Role of Hope, Entrepreneurial Resilience and Strategic Agility in The Post-COVID-19 Situation

Dear Participant,

You are invited to participate in the research project described below.

What is the project about?

The research project examines the impact of entrepreneurial marketing on positive emotional mechanisms (such as hope and resilience) and the influence of positive emotions on start-up performance in the context of post-COVID-19.

Who is undertaking the project?

This project is being conducted by Mohammad Hossein Rahmati, PhD student, at Australian Catholic University. Mohammad has a strong background in business, entrepreneurship, and marketing. The investigators are as follows:

Principal Supervisor: Dr Syed Fazal-e-Hasan, Syed.Fazal-e-Hasan@acu.edu.au

Co-Supervisor: Dr Samantha Murdy, samantha.murdy@acu.edu.au

Associate Supervisor: Associate Professor Hormoz Ahmadi, h.ahmadi@latrobe.edu.au

Are there any risks associated with participating in this project?

There are no foreseeable risks associated with the questions that you may wish to answer. The information you provide is not identifiable. Any electronic data will be kept on cloud.acu.edu.au, ACU's centrally managed cloud server managed by the research team. It will also be kept on a password-protected computer in the same location. Only the research team will have access to the data.

What will I be asked to do?

Questions are about the start-up's performance, positive emotions, and entrepreneurial marketing. You have been invited to participate because you are above 18 years of age and you have been involved in the establishment of a startup as a founder, a manager, or an employee. Your participation will involve completing an anonymous study. The questions in this study will not be sensitive: rather they are general and will enable us to enhance our knowledge of your perceptions of entrepreneurial marketing and your start-up performance.

How much time will the project take?

Completing your responses will take up to 20 minutes of your time. By completing the responses and submitting them, it is implied that you have consented to participate in this study (for further details on consent, please refer to the consent form provided in the survey).

What are the benefits of the research project?

You will be compensated for the successful completion of this survey. This research may also benefit participants and the community indirectly. The information participants offer the research team will be used to develop and test theoretical frameworks and the findings of this study will be available to the readers of academic journals to help them develop a better understanding of the topic.

How will you receive your payment?

Payment will be processed directly from the Qualtrics platform. For further information, please visit <https://www.qualtrics.com/experience-management/research/reward-your-research-panel/#:~:text=We%20work%20with%20trusted%20partners,within%20your%20Qualtrics%20research%20program>.

Can I withdraw from the study?

Please understand that your involvement in this study is voluntary and we respect your right to stop participating in the study at any time without consequence and without needing to explain. You are not under any obligation to participate. If you agree to participate, you can withdraw from the study without any consequences. No individual will be identified by name in any publication of the results. However, participants cannot withdraw once they submit their responses as responses are anonymous.

Will anyone else know the results of the project?

The results and findings of this study will be published in academic journals. Since the information you collected is unidentifiable, participants will not be identified in publications. The results may be provided to marketing firms in an aggregated format that does not identify participants in any way. We also intend to use collected data for some future research studies.

Will I be able to find out the results of the project?

The results or a summary of the results will be made available to the participants if they send an email to the co-investigator wishing for the same. Results may be used for future research studies.

Who do I contact if I have questions about the project?

Feel free to contact us with any questions about this research by emailing any of us at:

mohammad.rahmati@myacu.edu.au

syed.fazal-e-hasan@acu.edu.au

samantha.murdy@acu.edu.au

h.ahmadi@latrobe.edu.au

What if I have a complaint or any concerns?

The study has been reviewed by the Human Research Ethics Committee at Australian Catholic University (HREC Reference Number: 2023-3017E). If you have any complaints or concerns about the conduct of the project, you may write to the Manager of the Human Research Ethics and Integrity Committee care of the Office of the Deputy Vice-Chancellor (Research).


Manager, Ethics and Integrity
 c/o Office of the Deputy Vice-Chancellor (Research)
 Australian Catholic University
 North Sydney Campus
 PO Box 968
 NORTH SYDNEY, NSW 2059
 Ph.: +61 2 9739 2519
 Fax: +61 2 9739 2870
 Email: resethics.manager@acu.edu.au

Any complaint or concern will be treated in confidence and fully investigated. You will be informed of the outcome.

I want to participate! How do I sign up?

By completing your responses, it is implied that you have consented to participate in this study.

Yours sincerely,

	<i>Name</i>	<i>Signature</i>	<i>Date</i>
The chief investigator or project supervisor	Dr. Syed Fazal-e-Hasan		4/05/2023
Co-supervisor	Dr Samantha Murdy		5/05/2023
Associate-supervisor	Dr. Hormoz Ahmadi		3/05/2023
Co-investigator or Student Researcher	Mohammad Rahmati		3/05/2023

Appendix 5: Ethics Approval Email

[2023-3017E] - Ethics application approved!

Cc: Res Ethics: Mohammad Rahmati

Dear Applicant,

Chief Investigator: Dr Muhammad Fazal E Hasan, Dr Sam Murdy, and A/Prof Hormoz Ahmadi [La Trobe]

Student Researcher: Mohammad Hossein Rahmati

Ethics Register Number: 2023-3017E

Project Title: **Exploring the impact of entrepreneurial marketing on start-ups' performance: The role of hope, entrepreneurial resilience, and strategic agility.**

Date Approved: 01/08/2023

End Date: 20/12/2024

This is to certify that the above human ethics [application](#) has been reviewed by the Australian Catholic University Human Research Ethics Committee (ACU HREC). The application has been approved for the period given above.

Continued approval of this research project is contingent upon the submission of an annual progress report which is due on/before each anniversary of the project approval. A final report is due upon completion of the project. A report proforma can be downloaded from the ACU Research Ethics website.

Researchers are responsible for ensuring that all conditions of approval are adhered to and that any modifications to the protocol, including changes to personnel, are approved prior to implementation. In addition, the ACU HREC must be notified of any reportable matters including, but not limited to, incidents, complaints and unexpected issues.

Researchers are also responsible for ensuring that they adhere to the requirements of the National Statement on Ethical Conduct in Human Research, the Australian Code for the Responsible Conduct of Research and the University's Research Code of Conduct.

Any queries relating to this application should be directed to the Ethics Secretariat (res.ethics@acu.edu.au). Please quote your ethics approval number in all communications with us.

We wish you every success with your research.

Kind regards,

Tanya Quesnel
on behalf of Acting ACU HREC Chair, Dr Phil Chapman