Short-form Video Content (SVC) Engagement and Marketing Capabilities

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ABSTRACT

Manuscript type: Research paper

Research aims: This study aims to investigate the role of short-form video content (SVC) in the association between marketing capabilities, influencers, and business brand engagement performance.

Design/Methodology/Approach: Data was collected from 146 business owners and managers of private businesses from the central business district areas of the lower northern province of Thailand. A partial least square structure equation modelling (PLS-SEM) analysis was performed to examine the proposed relationships.

Research findings: The findings indicate that SVCs enabled brand engagement and resulted in increased satisfaction with the influencer experience. The study found a positive relationship between marketing capabilities, SVCs, influencers, and brand engagement performance.

Theoretical contribution/Originality: This study also contributes by providing empirical evidence of the mediation of short-form video content in the relationship between marketing capabilities and brand performance, thus suggesting that, in terms of the resource-based view (RBV), SVCs integrated with marketing capabilities contribute to fostering influencers to promote brand perception values into competitive advantage, while influencers are reaffirmed as having a positive impact on brand performance.

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Practitioner/Policy implications: This research also provides a practical outlook for businesses to better understand the adoption of SVCs at an initial stage and important practical implications for business entrepreneurs, managers, and practitioners regarding the use of SVCs to improve brand engagement performance.

Research limitation: First, this study was limited by its focus on primary data collected using a survey approach. Therefore, future research may need to emphasise more subjective rather than objective research. Second, as this study focuses on top executives and higher levels of marketing managers, it could introduce potential biases. Further research, through the use of multiple informants (i.e., IT managers, lower-level frontline staff, etc.) in each business with well-rounded perspectives, could provide a deeper insight into the issues regarding such initiatives. Finally, more constructs related to the proposed research framework can be investigated.

1. Introduction

The development of technology has continually changed consumer behaviour, particularly with respect to products and services. Live video streaming is emerging as an effective marketing channel for brands around the world with those services provided through personal computers, smartphones, and mobile devices that are based on the Internet (Lu & Lu, 2019). The Internet offers the advantages of convenience, ease of accessibility, and two-way communication. Improving brand image is regarded as one of the most crucial objectives for businesses. One area that continues to generate great scrutiny is the impact of content marketing by using influencers' presences on a brand's awareness and performance (Bowden & Mirzaei, 2021). Although there is no debate that marketing capabilities are the core of brand image, the link between marketing capabilities (i.e., content marketing) and brand performance remains inconclusive (Melović et al., 2020; Porcu et al., 2020). Thus, this study represents an attempt to advance our understanding of the relationship between marketing capabilities and brand engagement performance by underscoring 'how' influencers and types of video content marketing influence the hitherto inconclusive relationship.

This study attempts to answer the research question by conceptually and empirically testing a research model through survey data collected business owners and managers of private businesses from the central business district areas of the lower

northern province of Thailand. First, Thai users had the highest levels of internet access in 2020, with 75% of the population, particularly the younger generation, based on the *Digital 2020 Global Overview* report (Kemp, 2020). Second, these adolescents reported easy access to live streaming via their mobile applications and doing other activities, which put them amongst the world's heaviest users of social media between April 2019 and January 2020 (Kemp, 2020). Third, online retailers are already incorporating content marketing and influencers into their mobile apps, allowing customers to purchase products while watching them live. Plus, augmented reality (AR) technology has the capacity to overlay the physical world with virtual components such as information and graphics, for example, to interact with the physical environment in real time (Arpaia et al., 2022; Batat, 2021). It provides organisations with new ways to provide content to customers. However, the limitation of anecdotal evidence of such research in Thailand is its inability to provide more information. An investigation into such trends and matters is required. Fourth, with the rise of the Covid-19, consumers prefer to shop online directly instead of visiting the physical store of the hybrid retailer. It assumes that the vivid information, such as pictures, audio-visual content, short-form video content (SVC), and influencer aspects, could impact consumer behaviour in terms of consumption and brand engagement (Kaye et al., 2021; Wang, 2020). This implies that such business entrepreneurs are more likely to engage in content marketing strategies that offer the best experiences to their audiences.

Investigation of marketing capabilities and SVCs that influence brand engagement performance via live streaming thus represents a valuable context for such initiatives, not only theoretically in terms of advancing an understanding of consumer behaviour patterns and activity usages, but also practically in terms of brand strategy significance broadly (Rego et al., 2021; Safeer et al., 2021; Zhang et al., 2019). Under these circumstances, the main objective of this research is to investigate the relationship between marketing capabilities, SVCs, and influencers towards brand engagement performance.

2. Theoretical background

This section presents the proposed conceptual model based on resource-based view (RBV) theory and is organised as follows. First, a brief overview of RBV in the context of marketing capabilities is introduced. After that, both constructs, including SVCs and influencers, are described. The section also describes the research conceptual model and proposes hypotheses.

2.1 Marketing Capabilities

Drawing from RBV theory, 'marketing capability' is a broad term that may include different sets of marketing-related capabilities, such as market research capabilities, marketing management capabilities, including marketing mix capabilities, marketing linking capabilities, technological capabilities, integrated marketing communication capabilities, and individual marketing capabilities (DeSarbo et al., 2007; Lagat & Frankwick, 2017). Heterogeneity in various business performance facets has been extensively studied to explain heterogeneity in marketing capability. For large businesses, previous scholarly research found a positive relationship exists between marketing capabilities and business performance (Ali & Matsuno, 2018; Chang et al., 2010; Shin & Aiken, 2012) in terms of marketing management capabilities. At the same time, for small and medium-sized enterprises (SMEs), marketing capabilities are usually focused on marketing technical capabilities, which are developed when tangible and non-tangible knowledge and practice-based resources are combined through integrative processes to create value for the business (Lagat & Frankwick, 2017). In the rush to compete in the new era of online shopping, marketing mix capabilities include sales force capabilities (Cron, 2017), distribution/logistic capabilities (Mentzer et al., 2008), advertising/engagement (Watson et al., 2018), and promotion capabilities (Leonidou et al., 2011) that differentiate brand performance from other competitive offerings (Gielens & Steenkamp, 2019). Thus, it is possible that the emerging trend of live streaming video is a powerful new tool in the marketing mix. This research focuses on marketing mix capabilities as a construct for guiding the establishment of the proposed model.

2.2 Short-form Video Content (SVC)

Previous studies conducted related to short-form videos have classified them into different types of content, including influencers and peer reviews (M. Haenlein et al., 2020b), entertainment (Wang, 2020), education (Moussiades et al., 2019), dissemination of rich information (Darnell et al., 2017), mavens/expertise-knowledge sharing (Lu & Lu, 2019), inspiration (Gao et al., 2020), and marketing content (advertising, sales, and promotion) (Plessis, 2017). The features, functionality, and techniques of the live streaming short video platform provide audiences with endless video content to meet their curiosity, psychological, and entertainment needs, leading to an increase in the audience's stickiness (less than five minutes long),

and enabling them to continue their creation (Kim et al., 2020). Thus, a business can not only create basic content but also rich content that allows for conversations around it, which a brand could use to resolve concerns (Belch et al. 2020). At the same time, community members can also assist each other through user-generated content (UGC). Thus, businesses can leverage business marketing mix capabilities by merging content marketing and embedded assembly as a part of advertising that could enhance their brand perception (Plessis, 2017).

2.3   Influencers

Brown and Fiorella (2013) argue that in a marketing context, influencers are normally noncustomers incentivised to recommend a brand or a product, while advocates are existing customers who voluntarily recommend the brand or the product. However, previous research indicates that the most cost-effective online customer acquisition channels normally stem from influencers (no matter what they are), a marketing approach that leads to higher intentions to purchase and recommend (Belanche et al., 2021). Further empirical research conducted by Farivar et al. (2021) points out the role of parasocial relationships (i.e., a kind of psychological relationship experienced by an audience in their mediated encounters with performers in the mass media) over thought leadership in affecting followers' purchase intention. This implies that businesses are increasingly involved in influencer marketing strategies to increase brand value on a sustained basis through the strategic use of online content and to attract and retain a clearly-defined audience.

2.4   Business Performances

In general, business performance is typically characterised by sales growth, market share, leadership in the market, and profitability. Compared to business performance, brand performance is typically focused on brand awareness, brand equity, customer lifetime value (CLV) (Cambra-Fierro et al., 2021), and customer referral value (CRV) (word of mouth) (Liu et al., 2021). Obviously, much academic and practitioner attention has been directed toward exploring the causal structure of business performance and describing the variations in performance among competing businesses, rather than measuring brand equity based on awareness and specific associations (Ali & Matsuno, 2018; Orús et al., 2021; Yang & A. Kankanhalli, 2014). In the context of SVCs, brand post SVCs on social media (i.e., entertaining,

linguistic styles, emotionality, and complexity) can disseminate information and attract new audience becoming as a lead users or potential customers. Such content could be used by industrial service sectors to build consumer engagement (Deng et al., 2021; Orús et al., 2021).

3. Proposed Model

3.1 The Effect of Marketing Capability on SVC

The booming social media proliferation, together with the rapid development and innovation in new technology, enables the emergence of interactive short-form video on mobile and messaging applications. Interactivity has become an integral part of contemporary marketing practice. The role of machine learning and artificial intelligence (AI) plays a crucial role in shaping consumption habits (Ma & Sun, 2020). The combination of marketing capabilities with digital technologies is a key to mastering the area of advertising systems, particularly for live streaming video content (Melović et al., 2020). Creators on such live streaming platforms, such as TikTok, Facebook Live, Instagram, and YouTube, have a unique understanding of their audience and the content that works, making them an asset for brands using the platform (Melović et al., 2020). This implies that brand creators may be inspired by the ideas of a particular audience, and audiences can become creators and brand advocates in return. In the short-form video engagement era, businesses with marketing and IT-based resources, knowledge, and skills are more likely to evolve from pure information systems applications and utilisation to specific digital technologies, such as social media applications, AI, smartphones, and big data analytics (Hossain et al., 2021; Mikalef et al., 2020). Hence, businesses with superior marketing capabilities can create a short-form video engagement by formulating and redesigning business processes and strategies coupled with transforming traditional marketing mix approaches into digital technologies. Given that businesses need to leverage marketing capabilities to achieve short-form video content creation, this study argues that possession of marketing capabilities will likely yield greater short-video content engagement as businesses attempt to take advantage of prevalent digital online and e-commerce. Thus, this leads to the first hypothesis:

H_1: *There is a positive relationship between marketing capability and SVCs*

3.2 The Effect of Marketing Capability on Brand Performance

Positive brand performance implications arising from marketing capability have been confirmed in empirical studies including marketing learning capability (O'Cass & Weerawardena, 2010), integrated marketing communication (IMC) capability (Porcu et al., 2020), and marketing innovation and management capability (Merrilees et al., 2011). In the same vein, mobile technology (i.e., augmented reality (AR) marketing) integrated with marketing capabilities can also impact consumers' perception and evaluation of brands (Rauschnabel et al., 2019). Such evidence demonstrates that marketing capability accumulates the business's capacity to integrate the marketing mix elements to reach the target market effectively. This study argues that businesses that perceive uncertainty in their business environment due to the change in consumer behaviour, technology, and evolution in their business practices will tend to develop superior market learning and marketing capabilities. Such emerging capabilities lead to achieving greater brand performance. This leads to the second hypothesis:

H_2: *There is a positive relationship between marketing capability and brand performance*

3.3 The Effect of SVCs on Influencer Marketing

Short-form video content enables businesses to take advantage of the pervasive social media platform connection of people, information, knowledge, and engagement. Social media influencers and their followers, in particular, may form a parasocial relationship that promotes the sales of ideas, brands, services, and products (Farivar et al., 2021), despite a length limit of 30 seconds. While some influencers are just beginning to build their audience, others already have large follower counts, so once video content is created by an influencer, it will get more attention from the audience. Such videos lead to interpersonal attachment (personal attraction), where there are mutual interpersonal expectations and relationships between group members. Previous research indicates that an influencer's followers affect followers of a brand product also (Belanche et al., 2021). Therefore, the structure and content of video presentations coupled with an influencer's messages will, of course, be unique. Although to grow and maximise a brand's potential by increasing the number of impressive followers could be easily measured, tracking and measuring lead conversion and converting them to new customers is not as simple as it looks. Businesses create video content that

goes viral and evokes emotions in the audience by using altruistic marketing (Lu & Miller, 2019), and influencers will then share their feelings and expressions of what they think about it. This action could disseminate brand messaging that resonates with the connected consumer (leads). Once the co-created content through social media platforms between influencer and potential customer occurs, the brand's marketer will focus more on compelling, short-form video content for use in advertisement breaks throughout all those videos. Therefore, this study would expect the following relationship to hold true:

H_3: *There is a positive relationship between SVCs and influencer marketing*

3.4 The Effect of SVCs on Brand Performance

Fan et al. (2017) indicate that the value of collaboration between brands and consumers affects an online brand's performance and relies on form, content, sources of information, and time. Indeed, content marketing makes the brand more attractive as a potential influencer and enables it to differentiate itself from competitors (Shutsko, 2020; Zhang et al., 2019). Thus, the SVC must be both clearly understandable and memorable to consumers. Additionally, SVCs must be trending topics on social media, along with catchy music and no clue about the sponsor until the very end. Influencers are normally responsible for creating entertainment and unexpected performances. Such video content typically comprises subtitles to engage at first glance and inform the audience in a minute. Subtitles and captions allow the audience to share such videos with a larger audience, including deaf or hard-of-hearing viewers and viewers who speak another language (Lu et al., 2020; Shutsko, 2020; Zhang et al., 2019). One of the content marketing trends that several brands normally leverage to improve their performance is UGC, where audiences, people, and customers create content featuring a brand that can be used in that brand's marketing strategies (Kar, 2020; Lu et al., 2020; Shutsko, 2020). If brands collaborate with those content producers to create a fun, viral-worthy video, brand performance would improve. As a result, brand performance will affect brand loyalty and customer commitment both directly and indirectly via brand trust. Hence, this study hypothesises the following:

H_4: *There is a positive relationship between SVCs and brand performance*

3.5 *The Effect of Influencers on Brand Performance.*

The impact of influencer marketing on brand performance has been indicated in prior empirical research studies (Belanche et al., 2021; Brown & Fiorella, 2013; Haenlein et al., 2020b; Trivedi & Sama, 2020). In an increasingly competitive and uncertain business environment, influencer marketing has emerged as one of the fastest-growing social media marketing practices. Influencers as part of a cohesive digital marketing strategy improve brand performance efficiency, add potential value, and bring intangible assets that are obviously driving the value of the business performance. This value includes CLV (i.e., the value a customer has for a business is the sum of all discounted future contribution margins the business can obtain from them) and CRV (i.e., the valuable customers who have the ability to attract more new customers) (Cambra-Fierro et al., 2021; Liu et al., 2021). Businesses with a large customer base that actively spreads brand products and information could have a higher value than those that do not (Dilon, 2020; Gao et al., 2020). Influences play a crucial role in the expression of interpersonal trust, resulting in brand engagement and customer loyalty (Belanche et al., 2021). Thus, the influencer marketing approach has been emphasised as a means of gaining and sustaining superior brand performance. This would expect the following relationship to hold true:

H_5: *There is a positive relationship between an influencer marketing and brand performance*

Following the above discussions, a conceptual model of this study and its hypotheses is proposed and shown in Figure 1.

Figure 1: A conceptual model
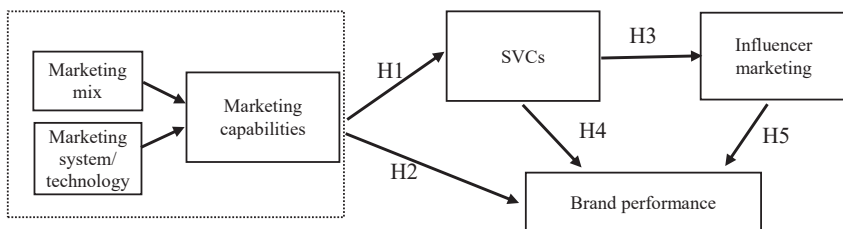
4.   Methodology

The research was deemed to be mainly testing a proposed conceptual model using a quantitative approach based on a survey questionnaire. The survey was used to sample 1,000 local SME service businesses, randomly selected from the population of private businesses from the central business district areas of the lower north province of Thailand. The survey instruments were developed from extant literature where instruments (see Table 2) were examined for validity and reliability by academic and professional expertise in the marketing and technology before carrying out the survey. The sample of 30 preliminary surveys was tested by using the pilot technique. All selected survey participants had only one of each, including business entrepreneurs, marketing, general managers, or those who are key people in deciding to leverage short-form video content marketing at each business. The survey received 146 responses from 1,000 targeted businesses (after eliminating responses with missing values), representing a 14.6% response rate (A survey was collected during December, 2021 to May, 2022). Quantitative data from surveys is carried out using descriptive and inferential statistics analysis. The sample of characteristics of respondents is presented in Table 1 as shown below.

Table 1: Characteristics of respondents

Characteristics	No.	%	Characteristics	No.	%
Positioning			**Type of market**		
Ownership	25	17.2	Business to customer (B2C)	99	67.8
General manager	89	60.9	Business to business (B2B)	18	12.4
IT/marketing	32	21.9	B2C and B2B	29	19.8
Total	146	100	*Total*	146	100
Business size			**Business age**		
Small (1-30)	84	57.6	Less than 1 year	55	37.6
Medium (31-100)	52	35.6	1 to less than 3 years	61	41.7
Large (101 or more)	10	6.8	3 to less than 10 years	18	12.3
Total	146	100	10 years or more	12	8.4
			Total	146	100

5.   Analysis and Results

The empirical validation of the proposed conceptual model was conducted by using partial least square structure-equation modelling (PLS-SEM) analysis. PLS is a multivariate statistical technique that enables comparison between multiple response variables and explanatory variables. Additionally, previous research indicates that PLS-SEM has the predictive ability with the smallest number of factors, which is to predict Y from X and to describe the common structure underlying the two variables (Guebel & Torres, 2013; Yeniay & Goktas, 2002). To regress the Y variables with the explanatory variables (i.e., $X_1 \ldots X_n$), PLS-SEM attempts to find new factors that will play the same role as the X_s. These new factors are often called latent variables, since such factors are a linear combination of the explanatory variables. In PLS-SEM, appropriate linear relationships are computed between latent variables and it can be interpreted as the best set of predicted variables for a study that gives all the limitations (Hair et al., 2012). Under these circumstances, as the sample size of 146 in this study is quite small, coupled with a small number of variables investigated—this study employs PLS-SEM, which is a non-parametric approach for estimation by resampling the original data (non-normal) with replacement to get an estimate for each parameter in the proposed conceptual model (Hair et al., 2012). The minimum R^2 method suggested by Cohen (1992) is also presented.

5.1   Construct Measurement Validity And Correlations

Table 2 presents the final set of measurement items used to measure each construct and the original source of these measurement items. Throughout the survey, a five-point, Likert-type scale was used for each construct ('5' refers to strongly agreeing and '1' refers to strongly disagreeing). The construct of this study was assigned the codes as marketing capabilities (MC), short-form video content (SVCs), influencers (Influ), and brand performance (BP) and the measurement questions developed from previous research (note: the items were developed from difference sources, then combined with publicly previous empirical research, then revised based on the Thai context) from (Liu et al., 2019; Michael Haenlein et al., 2020; Pascal & Shin, 2016; Plessis, 2017; Wang, 2020). In this research, control variables were excluded from the analysis, including business size, age, type of market, and participant's positioning. This is because when the control variables were excluded from the proposed conceptual model, a positive and significant relationship was found.

Table 2: Construct measurement

Variables	Measurement questions	x̄	Std. Dev.
Marketing capabilities (MC) α = .785	We can translate marketing mix (MM) strategies into action via SM	4.06	0.675
	We can develop video content marketing with creative ideas	4.09	0.690
	We can classify a group of leads and convert them to prospects	4.01	0.627
	We can integrate audience information into on-premises flexible software	4.09	0.633
	We have SM and digital technology to support our marketing system	4.08	0.620
Short-form video content (SVC) α = .880	We provide specific content (i.e., problem-solving, education, inspiration, expertise sharing, entertainment, experiments, rich information, etc.)	4.16	0.775
	We provide short-form videos with less than 5 minutes to attract an audience	4.13	0.690
	We provide content for brand engagement, advocacy, and community building	4.15	0.727
	We create our SVC by using digital technology	4.05	0.759
	We use multiple techniques for creating SVC (i.e., observing rivals, outsourcing, etc.)	4.14	0.760
Influencer marketing (Influ) α = .796	Our influencers have brought their followers and audiences to our business	3.83	0.621
	We use peer-to-peer support channels and create viral videos	3.94	0.623
	We start working with influencers as they know the platform better to create SVC	4.03	0.629
	We allow influencers to create their own SVC related to a brand	3.79	0.617
	The physical appearance of the influencer impacts our brand perception	4.02	0.627
Brand performance (BP) α = .836	SVC has increased our brand awareness	4.12	0.688
	SVC has engaged with existing and potential customers	3.99	0.630
	SVC is perceived as a tool to support our marketing strategy	4.14	0.689
	The audience is often impressed by the SVC created by us	3.97	0.622
	SVC has brought a number of visitors (more traffic) to our brand	4.04	0.686

Also, a test of reliability using Cronbach's coefficient alpha (α) and factor loading showed that all the focal constructs (see Table 2). To ensure all validity of the scale items, Table 3 presents a summary of measurement model evaluation. Harman's single factor test was used to demonstrate that the bias of common methods variables had no effect on the results (Podsakoff & Organ, 1986), and the total variance findings were less than 50%, as earlier research had shown (Dupuis et al., 2017). Table 3 summaries the results for the measurement model including the results confirming of a number of items for each construct.

Table 3: A summary of measurement model evaluation

Constructs	Items	Convergent validity		Internal consistency reliability	
		Loading Factor	AVE	Cronbach (α)	CR
Marketing capabilities (MC)	MC_1	.884			
	MC_2	.891			
	MC_3	.706	0.724	0.785	0.886
	MC_4	.725			
	MC_5	.702			
Short form video contents (SVCs)	SVCs_1	.930			
	SVCs_2	.869			
	SVCs_3	.921	0.876	0.880	0.901
	SVCs_4	.822			
	SVCs_5	.858			
Influencer (Influ)	Influ_1	.781			
	Influ_2	.790			
	Influ_3	.824	0.623	0.796	0.926
	Influ_4	.745			
	Influ_5	.833			
Brand performance (BP)	BP_1	.846			
	BP_2	.803			
	BP_3	.887	0.758	0.836	0.874
	BP_4	.797			
	BP_5	.835			

A *p* value < .05 was taken to be significant as follows: * p < .05, and **p < .01

Table 4 includes the correlation matrix among all constructs which presents discriminant validity of it as suggested by Bagozzi et al. (1991). The numbers are presented in the form of square root of the average variance extracted together with output of p-values.

Table 4: Correlation coefficients and descriptive statistics

	MC	SVC	Influ	BP
MC	0.896			
SVC	0.284*	0.931		
Influ	0.214*	0.310**	0.942	
BP	0.367**	0.290*	0.334**	0.785
Mean	4.81	5.48	4.69	5.28
Std. Dev.	1.181	0.957	1.140	1.116

S.D. = Standard Deviation, C_v = Control variables; N/A = Not Applicable

A p = value **p < .01, and *p < .05

5.2 Results of Model Testing

According to Cohen 1992, this study uses 146 observations to detect R^2 values of around 0.10, assuming a significance level of 5% and a statistical power of 80% (i.e., the actual standard error was 0.96). The R^2 number presents the power of endogenous variables in the model, while the structural paths were tested for significant using a bootstrapping procedure. The findings indicate that the proposed model can explain 52% of the variance in brand performance.

Table 5: Results of hypothesis testing

Hypotheses	Relationship	Standardised Estimate β	R^2	T-value	Results
H1	MC → SCV	.203 *		3.26	Supported
H2	MC → BP	.362 **		2.18	Supported
H3	SVC → Influ	.130		0.14	Not supported
H4	SVC → BP	.220 *		2.03	Supported
H5	Influ → BP	.391 **		4.65	Supported
	Marketing capabilities		0.428		
	Short-form video contents		0.312		
	Influencer		0.410		
	Brand performance		0.520		

Note: Significant at *p < 0.05 and ** p < 0.001

Figure 2: Model results
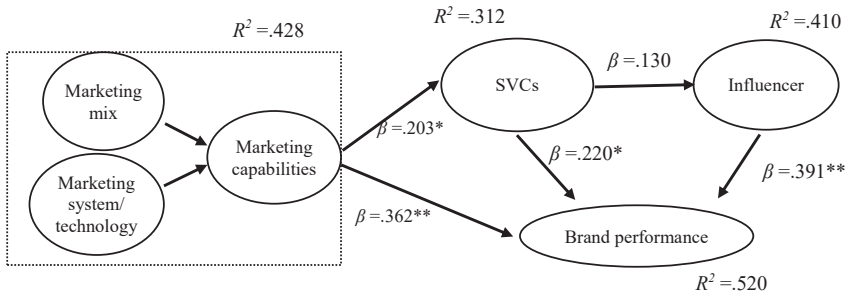
Most of the hypotheses were supported as shown in Table 5 and Figure 2, including: (i) Marketing capability has a significant positive impact on SVC (β = 0.203, p < 0.5). H1 is therefore accepted; (ii) Marketing capability has a significant positive relationship with brand performance (β = 0.362, p < 0.01). H2 is therefore accepted; (iii) SVCs have no significant effect on influencer marketing (β = 0.130). H3 is therefore not supported; (iv) Short-form video content has a significant positive impact on brand performance (β = 0.220, p < 0.5). H4 is therefore accepted; and (v) Influencer has a significant positive impact on brand performance (β = 0.391, p < 0.01). H5 is therefore accepted.

6.   Discussion

This study is aimed at investigating the role of SVCs in the association between marketing capabilities, influencers, and business brand engagement performance. Specifically, this study examined the mediating role of SVCs in the relationship between marketing capability and brand performance. Using RBV theory, a theoretical conceptual model framework explaining the effect of SVCs was tested using a survey of 146 SME owners and managers from the service industry sector.

Consistent with the conceptual proposed model, this research finds that marketing capability positively influences SVCs. This research study finds empirical support for mostly anecdotal evidence regarding the impact of SVCs on brand performance. This study reveals that digital technologies from social media platforms play a crucial role in supporting the marketing capabilities of businesses and fostering brand performance. Businesses that have the capability of integrating marketing capabilities with digital technologies can

perform well in developing a content strategy and engagement strategy, leading to improved customer experience and performance.

According to the model presented, this research finds that marketing capability has a significant positive impact on SVC and brand performance as expected, which is in line with the previous studies (da Costa et al., 2018; Herhausen et al., 2020; Lagat & Frankwick, 2017; Mitręga, 2020), where there is also a key firm-specific capability with a significant impact on performance outcomes (Luxton et al., 2015). This study also finds that SVCs have no significant effect on influencer marketing. This finding is not aligned with previous research (Farivar et al., 2021; Pick, 2021; Veirman et al., 2019). This could be explained by the fact that content created for short-form videos initially emphasises the products and promotions due to the limitation of time. Influencers and potential customers need to build a relationship and familiarity. A strong relationship between the consumer and influencer then generates more favourable attitudes toward the product as well as higher purchase and recommendation intentions in the future (Belanche et al., 2021).

Unsurprisingly, however, both SVCs and influencer marketing have a significant positive impact on brand performance, which is aligned with previous research (Cambra-Fierro et al., 2021; Deng et al., 2021; Farivar et al., 2021; Yuan et al., 2020). This could be because SVCs are new innovative content combined with a new cutting-edge technology platform that enables users to generate content together with business owners, influencers, or peers. Therefore, entrepreneurs now realise that customer experience is the competitive differentiator. The marketing capability is uniquely positioned to lead the process and business transformation required to meet the audience where they are. At the same time, IT capability does mediate the impact of marketing capability on brand performance. Hence, IT technologies must interact with such marketing capabilities. As a results, this study affirms that SVCs coupled with influencers have a positive impact on brand performance

7.   Conclusions

The purpose of the study is to investigate the relationship between marketing capabilities, SVCs, and influencers towards brand engagement by focusing the mediating role of SVCs. Using the concept of marketing capabilities blended with brand-generated video content to create mindful marketing strategies, this research also examines the mediating effects of short-form video content (SVCs) in the relationship between marketing capability and brand

performance, employing RBV as a theoretical lens. A sample of 146 survey participants was used to evaluate the model and hypothesis by using PLS-SEM approaches for hypothesis testing. The findings found that there is a positive relationship between marketing capabilities, SVCs, influencers, and brand engagement performance. This study also contributes by providing empirical evidence of the mediation of SVCs in the relationship between marketing capabilities and brand performance, thus suggesting that, in terms of RBV, SVCs integrated with marketing capabilities contribute to fostering influencers to promote brand perception values into competitive advantage, while influencers are reaffirmed as having a positive impact on brand performance. This research also provides a practical outlook for businesses to better understand the adoption of SVCs at an initial stage.

The novel contribution of this study lies in both its theoretical and practical strands. At a theoretical level, in line with the previous study in the context of RBV and marketing functional concepts, which found that to encourage shared social experiences (i.e., unpaid brand endorsements) and enhance purchasing intentions, digital marketing technologies perform in collaboration with conventional marketing tactics (Sung, 2021). Thus, marketing capabilities by leveraging the short form of video promote both brand attitudes and brand engagement (Cao et al., 2021; Sung, 2021). Consequently, interactive engagement via SVCs will help businesses develop sustainable, long-term relationships with not only their existing customers but also prospective ones. Meanwhile, this study reveals that content created by SVCs impacts directly on brand engagement, which is in line with Klug (2020). The findings also reveal that influencers have a significant impact on brand engagement, which corresponds to prior studies that found that factors affecting consumer preferences for video content and co-creation generate new ideas for short-form video. Those factors include social psychology and personality traits via micro-or macro-influencers (Aslan & Güdükbay, 2019; Belanche et al., 2021; M. Haenlein et al., 2020a; Omar & Wang, 2020; Trivedi & Sama, 2020; Veirman et al., 2019).

At a practical level, the findings of this research have implications for business entrepreneurs, marketing managers, practitioners, or anyone who plans to invest in SVC marketing to improve brand performance. This study reveals that creating SVCs through existing marketing capabilities can drive brand performance. On the other hand, the ability to develop marketing capabilities to archive brand performance may be enabled by social media technology presence within businesses.

7.1   *Limitations and Future Research*

As with any research, this research has several limitations. These can be used as a guide for conducting further research. First, this study was limited by its focus on primary data using a survey approach. Therefore, future research may need to emphasise more subjective rather than objective research. Second, as this study focuses on the top executives and higher levels marketing managers, which could introduce potential biases. Further research, through the use of multiple informants (i.e., IT managers, lower-level front line staff, etc.) in each business with well-rounded perspectives could provide a deeper insight into the issues regarding such initiatives. Third, there is only one construct of functional capability conceptualised in this study. However, there are several capabilities and resources based on RBV perspectives suggested by previous scholars (Barney, 1991; Grant, 1991). Thus, future studies can stress other functional capabilities as required, such as including technological capabilities, digital capabilities, IMC capabilities, and individual marketing capabilities. Another stream of research may extend our research model by exploring the mediating impact of digital technology transformation on marketing capabilities and business performance. Finally, the generalisability of these findings and the identification of causality is limited as they are focused on a single national context. Future studies could be conducted to address the limitations of this study in various national contexts.

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