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Presenting an Entrepreneurial Brand Building Model to Knowledge-Based Firms

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Abstract. According to the matter of knowledge-based businesses development in economic development and job creation of the state, it is so important to identify effective strategies and factors in developing entrepreneurship, supporting commercializing and branding of knowledge-based businesses and the environment in which these businesses fare formed. The purpose of the present research is offering an entrepreneurial branding model to knowledge-based firms. This is a qualitative research with the grounded theory approach. In this research, 20 experts of marketing, branding fields and managing directors of knowledgebased firms were studied through semi structured interviews by using purposive sampling method. Interviews were continued up to reach theoretical saturation point and after analyzing extracted codes in triple coding stages, 165 primary conceptual propositions were identified from open coding, 5 categorical propositions from axial coding and 23 main factors from selective coding and then the final model were extracted. In paradigm model of grounded theory, the pivotal phenomenon of the research has been considered the entrepreneurial branding process in the knowledge-based firms of the state and the casual, demographic and intervening conditions of this phenomenon were identified after fulfilling research stages. It was also offered the results and consequences of branding in these types of institutes in the model.

Keywords: Brand; Branding; Entrepreneurial Brand Building; Knowledge-Based Firm

1. Introduction

One of the key tools and factors in marketing and commercializing of knowledge-based firms' products is branding. On one hand, branding plays a determinant role in enhancing institute's effectiveness and on the other hand increases business capabilities to making connections between internal and external environments. Branding is a policy which "creates and maintain a set of valuable features and properties for the product to make it integrated, proper, attractive and dominant before the customers" (Abimbola, 2001). Whereas most of SMEs has limits in terms of budget, it is necessary a proper innovation to organize marketing and communications in these institutes to make (higher) brand intelligence (Krake, 2005). According to some experts of this field, entrepreneurship process in SMEs includes innovation in design and offer products, processes and strategies which of one of methods make sustain advantage in market as well as by which it could be identified new needs and requests of the customers in best manner and made them satisfied by meeting their expectation; consequently and entrepreneur who offers a dominant innovated product or service could build a strong brand which it possible through making a brand image (Boyle, 2003).

2. Literature review

In this matter, several models of branding are submitted in the literary

which are shown in Table (1).

Researcher	Year	Subject	Findings
Caroline	2018	Branding variety	47 managerial consulting firms were reviewed
Castaldi et		& performance	from 2000 to 2009 that showed strategies
al.		of professional	which are applied by the firms in branding
		service firms	variety and development along with making
			their products unique and competitive
			advantage caused their profitability and the
			function of firms was positive.
Yu Chang	2018	Branding in B2B	166 Chinese firms were reviewed about
et al.		firms	effects of brand on organizational and
			managerial resources and how brand affects
			managers in B2B business' branding and also
			processes which are effective in branding.
Briciu et al.	2016	Branding	Brands are dynamic and have two indirect
		10	features related to information transfer to
			interested groups in different historical
		~~	periods: Quality information and information
		Y AL	which shows product origin (sometimes
		LOP	include distinct information to help marketing
D t t	0010	D I	such as set, saving, transportation, etc.)
Renton et al.	2016	Brand	A model includes components such as 1.
al.		management and entrepreneurial	Positioning; 2. Communication brand identity and differences; 3. Make value for customers
		marketing	and differences, 5. Make value for customers
		development in	ترويسيكاه علوطران فالد
		food SMEs	0
Anil	2015	Entrepreneurial	Matter of innovation and creation in forming
Degerman	2010	brand	entrepreneurship in brand
Erenkol		bruitt	ondeprenduising in ordina
Wongpreed	2015	An original	The results show that they are enthusiastic
ee et al.	2010	brand making	and insistent to their own brand development
		(OBM) model in	just after their graduation. Some of features
		jewelry	are shown such as interaction, social
		industries of	responsibilities, partnership behave and
		Thailand	honesty in business.
Gundala et	2014	Brand	This research shows that most of SMEs don't
al.		management in	perform advertising strategies and most of
		UAE firms	respondents believe that combination of trade
			mark strategies is unimportant for SMEs'
			success.

Table 1. A summary of carried out researches in branding models field

Researcher	Year	Subject	Findings
Fillis	2014	Entrepreneurial marketing	It helps better understanding of entrepreneurial marketing through studying biography of 5 entrepreneur marketers. Their biography clearly shows the relationship between their life story and how a business is implanted by entrepreneurial marketing approach. Capabilities of entrepreneurial marketing core help competitive advantage, their effective behave, making market and growth activities.
Hailin et al.	2011	Importanceoftargetedtrademarkindustry,aresearch with theaimofdevelopingandtestingatheoretical modeloftargetedtrademarkwhichintegratesofcontentsoftrademarkandputit onanand	It is foreseen that general targeted image (i.e. brand image) is a media between firms' trademarks (means cognitional, emotional and unique elements of image) and further behave of tourists (means review intention and recommendation). The results show that general image affects by three types of brand communities and it is an important media between brand communities and further behave of tourists. Furthermore, unique image had the second effect on general image to train and then assess the brand.
Bresciani et al.	2010	Importance of trademark for newborn firms in Switzerland	This article summarizes current and logical methods of choosing business activities and talks about trademark of newborn institutes and their unfavorable issues. It shows young firms should not be forced to compare their advertising strategies with multinational firms and recommends key frameworks and instructions for trademark of newborn firms.
Juntunen	2010	Building brand in different stage of a SME growth	This conceptual theory is taken from two firms and shows before company's establishment, its brand is existing. This framework submits a directing principle for managers to plan, assess, change and improve branding process.
Merrilees	2008	Brand rebuilding	A model with following stages: 1. Need to
and Miller		model of the	reconsideration about brand based on a

Researcher	Year	Subject	Findings
		company	multilateral understanding of consumer
Ghodeswar	2008	Branding model in India	A model with the components of 1. Positioning, 2. Brand message transfer 3. Brand function transfer 4. Leverage use of brand equity
Wheeler	2006	Full instruction of making, building and maintaining strong brands	A model with components of 1. Research 2. Strategy clarifying 3. Identity design 4. Making contact points 5. Assets management
Gabrielsson	2005	Reviewing Born Globals Co.'s challenges against branding strategies	These challenges include: 1. Marketing strategies 2. Branding strategies 3. Marketing standard making degree strategies 4. Number of brands
Urde	2003	Branding model based on identity of a brand	Presenting a model with the components of 1. Mission 2. Brand sight 3. Organizational value 4. Core values 5. Brand structure 6. Product features 7. Brand personality 8. Positioning 9. Communication strategy 10. Brand internal identity
Dechernati	2003	A model to maintain and build brands	Identifying 8 stages 1. Brand sight 2. Enterprise's culture 3. Brand purposes 4. Considering brand area 5. Brand nature 6. Internal implementation 7. Brand resources 8. Brand assessment
Aaker and Joachimsth aler	2000	Branding model	Presenting a model with components of 1. Make sight 2. Making strong imagination to distinct brand 3. Developing deep relationship with customers
Aaker	2000	Brand identity planning model	Presenting a model with components of 1- brand strategic analysis 2. Brand identity system 3. Brand identity execution system

By reviewing research literary we can see the studies have been considered branding in a part of SMEs' businesses in different industries of different countries. Actually their specificity approach and lack of branding models in active business in knowledge-based field in Iran made researchers believe that presenting an applied model based on business space, effective environmental factors on knowledge based enterprises and internal structure of these firms could be so effective in growth, and development of this part.

3. Method

This research is an applied one in terms of purpose sight and has a qualitative approach. Its population consists of two supplementary parts. First part is library resources, written resources and the literary related to brand concept in knowledge based firms. Second part consists of 20 experts in the fields of marketing and brand and entrepreneurs who had experiments in establishing knowledge based firms and also are managing those firms. Sampling approach is purposive in first and second parts. This non-probability approach in research is effective if it is needed to study certain cultural field by informed people in that part (Dasig Jr., 2014). Interviews are done by a combined method (directed and open). Extracted codes were reached saturation point at 18th interviews and more interviews will not make new codes (Briks, Ysnn, champan & FACMHN, 2014). This number of samples is enough for interview part. According to lack of theory presentation (Sexton, 2012), two coding steps (open and axial coding) were done to analysis. Open coding is the process of data segment, test, compare, conceptualize and categorize (Corbin & Strauss, 2008). Axial coding is a process of connecting categories to subcategories. In this study, Atlas ti. V7 is used to coding. Face validity and content validity of data gathering tools were confirmed by 20 academic experts and reliability coefficient was 72% according to agreement between two coders.

4. Findings

Some samples of open codes together with related verbal propositions are shown in Table (2).

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NO	Open code	Sample of verbal proposition	No. of interview
1	Relationship between brand and organizational identity	Brand is a part of the whole organization's identity.	7

Table 2. Open code samples together with their relevant verbal propositions

NO	Open code	Sample of verbal proposition	No. of interview
2	Using consultants' - Sometimes they use consultants' services but because they are afraid, their sight is so shallow. - Brand building path shall be facilitated by brand building experts' help.		1 & 13
3	Customer's confidence- The name of service and goods which are leaders and they trust and know them. - By introduction and recognition, they will be ensured that they correctly pay costs.		12 & 15
4	Inducing guarantee feeling	Brand building is an activity which guarantees a continuous experiment of good's advantages for customers and fulfills its guarantee every day.	17
5	Possibility of copying in fairs		

The results of this stage are presented in Table (3).

1

- Categories' refining

No	Axial code	Selective code	Open code
1		TU	Having strategic though
2		K	Having systematic though
3		/	Having brand building protocol
4		1/10	Brand building opportunity window
		رومطالعات فربح	Making decisions about activation scope
5		Strategic	(global/regional)
6		management	Strategically brand building
7		profile	Entrepreneurial leadership
8	Requires and		Entrepreneurial capabilities of the manager
	prerequisites of		Long-term missions and strategies of the
9	entrepreneurial		company
10	brand building		Customer-orientation
11			Organizational identity
12			Having brand building skills
			Updating technical and specialized
13		Technical-	information
14		executive	Dynamic internal environment of business
15		prerequisites	Favor combination of entrepreneurial team
16			Relying on professional knowledge
17			Capabilities and innovation of forces

23Financing24Entrepreneurial prerequisites of the organizationCommercializing results of academ research2625Organizational culture26Entrepreneurial business27Pivotal growth of the enterprise28Informing about brand29Beneficiaries' prerequisites31Beneficiaries' prerequisites32Beneficiaries' prerequisites33Brand value content34Acquired value35Brand value content38Inducing guarantee feeling39Making sense of belonging to a grow Reminding a pleasant experiment by I Brand as the company's image44Entrepreneurial brand44Entrepreneurial brand45Entrepreneurial brand	No	Axial code	Selective code	Open code
20Financial limitations21Human resources22Being entrepreneurial of enterprise's ad Financing23Entrepreneurial prerequisites of the organizationCommercializing results of academ research26Entrepreneurial prerequisitesCommercializing results of academ research26Entrepreneurial prerequisitesInforming about brand29Beneficiaries' prerequisitesPivotal growth of the enterprise addiences' expectation response30Beneficiaries' prerequisitesQuality of audiences' expectation response addiences' expectation response addiences' expectation response31Brand value contentBeneficiaries' sight33Brand value contentInducing quarantee feeling Inducing quarantee feeling34Acquired value35Brand induces44Entrepreneurial brandBrand induces44Entrepreneurial brandBrand induces44Entrepreneurial brandEntrepreneurial content44Entrepreneurial brandBrand induces	18			Knowledge matter degree
21Human resources2223Being entrepreneurial of enterprise's ad Financing23Entrepreneurial prerequisites of the organizationCommercializing results of academ research26Entrepreneurial prerequisitesOrganizational culture26Pivotal growth of the enterprise27Beneficiaries' prerequisitesInforming about brand Customer's knowledge about brand Quality of audiences' expectation respondences' sight30Beneficiaries' prerequisitesPurchasers' intention to the brand Beneficiaries' sight33Brand value contentCompliance with community's need Humanism36Groupliance with community's need Huducing guarantee feeling Inducing quality feeling39Making sense of belonging to a grow Reminding a pleasant experiment by 144Entrepreneurial brandBrand induces44Entrepreneurial brandPleasant name Emotional relationship between brand	19			Marketing mix
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23Financing24Entrepreneurial prerequisites of the organizationCommercializing results of academ research26Entrepreneurial prerequisites of the organizationOrganizational culture26Entrepreneurial business27Pivotal growth of the enterprise28Informing about brand29Beneficiaries' prerequisitesQuality of audiences' expectation response30Beneficiaries' prerequisitesPurchasers' intention to the brand32Brand value contentBeneficiaries' sight33Brand value contentInduced value36Compliance with community's need37Inducing quality feeling39Making sense of belonging to a grow41Brand induces42Brand mental associations44Entrepreneurial brandPleasant name44Entrepreneurial brandPleasant name44Entrepreneurial brandPleasant name	21			Human resources
24Entrepreneurial prerequisites of the organizationCommercializing results of academ research26270027280028281129290003030Beneficiaries' prerequisites1131320000323300003433000034000003600000370000038000003900000410000041000004100000410000043000004400000440000043000004400000450000046000004700000480000490000410000	22			Being entrepreneurial of enterprise's activity
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25the organizationOrganizational culture2627Entrepreneurial business2728Pivotal growth of the enterprise2829Informing about brand3030Beneficiaries'31prerequisitesQuality of audiences' expectation response32Beneficiaries'Purchasers' intention to the brand33Brand valueBeneficiaries' sight34Acquired value35Brand valueInduced value36Compliance with community's need38Inducing guarantee feeling39Making sense of belonging to a grow41Brand inducesBrand mental associations41Brand inducesReminding organization's history at background41brandPleasant name42Brand inducesBrand mental associations44Entrepreneurial brandEmtorional relationship between brance			Entrepreneurial	Commercializing results of academic
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42 43 Brand induces Brand as the company's image 43 Brand induces Brand mental associations 44 Brand Brand induces Brand mental associations 45 Entrepreneurial brand Deckground 45 Entrepreneurial brand Emotional relationship between brand	40			Making sense of belonging to a group
43 Brand induces Brand mental associations 44 Brand induces Reminding organization's history at background 45 brand Pleasant name Emotional relationship between brand Emotional relationship between brand	41			Reminding a pleasant experiment by brand
44 Brand induces Reminding organization's history at background 45 Entrepreneurial brand Pleasant name Emotional relationship between brand Emotional relationship between brand	42		Con Jula	Brand as the company's image
44 An American Strength American Strengt American Strength	43		Brand induces	Brand mental associations
45 Entrepreneurial Pleasant name Emotional relationship between brand			Drand meddes	Reminding organization's history and
45 Pleasant name Emotional relationship between brand	44 .	-	120100	background
Emotional relationship between brand	45		0	Pleasant name
TO CUSTOILLEL	46			Emotional relationship between brand and customer
47 Expected advantages from produc	47			Expected advantages from product
48 Choosing a proper name	48			
49 Foreign brand	49			
50 Local brand	50			Local brand
51 Technical Time consuming of brand building	51			Time consuming of brand building
52 aspects of brand Fine constanting of stand standing	52		aspects of brand	Brand expansion
53 Several names under a brand title	53			Several names under a brand title
54 Expensive brand building	54			Expensive brand building
55 Legal support	55			Legal support
56 Brand as an intangible asset	56			

No	Axial code	Selective code	Open code
57		Brand	Brand as an integrated factor in business
58		partnership	Brand capacity
59			Distinguishing
60			Making identity through brand
			Brand as the result of beneficiaries'
61			understanding
62			Visualizing
63			Dynamic brand identity
64			Brand distinction
65			Innovative brand
66			Brand mental understanding
67		Mental nature	Color and design
68		of brand	Easy to remind
69			Brand identity
70		\	Slogan
71			Logo design
72		-60	Visual elements of brand
73		TLDA	Favor of transferred message through media
74			Unique brand name
75		<x2< td=""><td>Innovative brand</td></x2<>	Innovative brand
76		MAN	Brand definition
77		408	Brand evolution over the time
78		Brand	Brand life cycle
79		management	Brand focus scope
80			Visual aspects of brand
81		Con 111	Brand architectural
82		ا ومطالعات مر، تی	Market researches
83			Competitors' analysis
84		12010	Business environment analysis
85		G	Target customer's analysis
86		Competitive	Focus on unique value of the brand
87	Entrepreneurial	strategies	Watching competitors
88	brand building		Identifying alternative products
	strategies in		Continue innovation for entrepreneurial
89	knowledge		brand building
90	based		Using consultants' services
	businesses		Patterning from other businesses (local and
91		Executive	international)
92		management	Personnel's training
93		strategies	Brand outsourcing
94			Internationalizing through fairs
95			Continuous refining of brand building

No	Axial code	Selective code	Open code
			activities
96			R&D
97			Continuing brand building activities
98			Divergence thought
99			Brand positioning
			Attract and keep talented and skillful
100			employees
101			Gain beneficiaries trust
102			Moving on the edge of technology
103			Protecting brand
104			Internalizing brand before members
105			Observing professional ethics
106			Giving feedback from customers
107			Speed and agility
			Considering brand building activities since
108			business model design
109		-60	Managing interaction with environment
110		TLA	Process management of brand
111		JOY.	Business renewing
112			Needs assessment
113		M	Presenting an experimental version
114		ACR	Communication through goods
115		LY.	Using virtual space
116		Advertising	Message transfer through media
117		strategies and	Motivating customers
118		sale progression	Entrepreneurial marketing
119		sale progression	Face to face advertisement
120		A	Sustainable relationship with customers
121		120109	Event making
122		0	Brand personalizing
123			Legal requirements of brand building
124		The field of	Effects of international sanctions
125		The field of public	Political changes
126			Governmental supports
127	The Effective	governance	Weakness of supporting legal system
128	Field on		Regulations and rules
129	Entrepreneurial		Company's size
130	Branding	The field of	Flexibility of business structure
		The field of corporate	Entrepreneur's personality features in brand
131		governance	building
132		governance	Affecting by business growth
133			Business life cycle

No	Axial code	Selective code	Open code
			Shallow startups knowledge of brand
134			building
135			Local and foreign persons
136			Audiences' expectations
137			Preparedness of purchasers
138			Social platform
139		Social field	Statistical changes of population
140			Cultural and social factors changes
141			Audiences' variety
142			Customer's tastes
143			Social networks
144		Technological	Possibility of copying
145		field	Technological changes
146			Economic changes
147		Economic field	Risk of brand bad luck
148			Competition conditions
149		Nature field	Natural factors changes
150			Making high added value
151		Financial	Business growth
152		consequences	Profitability
153		consequences	Decreasing advertisement expenses
154		ACR	Decreasing company's expenses
155		X	Making core value for whole company
156		Competitive	Pioneering
157	Entrepreneurial	consequences	Brand development
158	brand building	Con Jula	Gaining competitive advantages
159	consequences	ادرهاها ساري	Make customers loyal
160		Customer's	Facilitating customer to select
161		consequences	Business commitment against brand
162		0	Customer's satisfaction
163			Affecting marketing operations by brand
164		Operational	Personnel's satisfaction
		consequences	Better product's function because of brand
165			building

Finally the components of main structure of the model and its substructures together with their relationship are presented in Fig. 1.

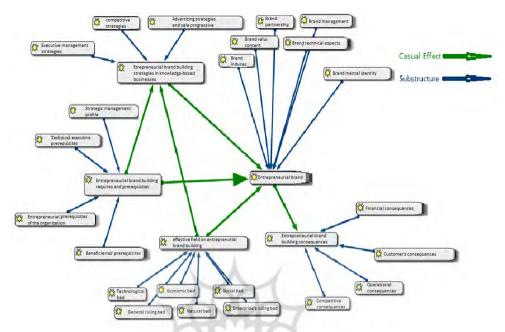


Fig. 1. Final model together with casual relationships

5. Conclusions

According to the importance of knowledge-based economic field in the country in upstream documents such as policies of Principle No. 44 of the Constitution, 4th and 5th of Development Plan and also the document of state's 20-year perspective, it was prioritized the development of this part in country's developmental plans. These goals shall be met by establishing knowledge based firms which are generally managed by entrepreneurs who have core ideas. There are so many factors in forming and developing such enterprises. The purpose of this research is presenting an entrepreneurial brand building model for those firms.

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S. Shabani, et al.

