

## **Developing a Model for Entrepreneurial Marketing Planning for Tourism Development in Innovative Iranian Start-up Companies**

***Ismail Hassanpour \****

*Department of Business Management, Qeshm Branch, Qeshm Islamic Azad University, Iran*

***Mohammad Reza Giti Nejad***

*Department of Business Management-Marketing, Qeshm Branch, Islamic Azad University, Qeshm, Iran*

---

### **Abstract**

The purpose of this study is to design and develop a marketing planning model for the development of tourism industry in start-ups and innovative Iranian companies. This industry, which is one of the most dynamic economic activities of the present era, plays an important role in sustainable local development. The research method in this research is applied. It is also a type of field analysis because the data collection tool is a questionnaire and the researcher has collected information through the respondents. The statistical population of this study is all the officials of the executive bodies in relation to the tourism industry and employees and private companies in this regard. Due to the infinity of the statistical population and its large size, cluster sampling is available and the sample size is 14 people. The results of the study were analyzed through version 10 of Maxqda software. In the results, causal variables include environmental attitude, economic and environmental conditions, competition, tourism planning and social capital.

**Keywords: planning, marketing, tourism industry, start-ups and innovators, economic cycle.**

---

*\*Corresponding author: hassanpour416137@gmail.com*

*Received: 28/08/2021*

*Accepted: 17/08/2022*

## **1. Introduction**

Entrepreneurial marketing is a combination of marketing and entrepreneurship, so to understand entrepreneurial marketing we need to understand both the terms marketing and entrepreneurship. Entrepreneurial marketing is developing both theoretically and operationally, and due to the differences in the types of entrepreneurial activities, background conditions in each country and the requirements of each industry, it needs a more comprehensive description and explanation. The concept of marketing is based on a set of activities that facilitate exchange relationships (Maiti, 2006). In fact, recognizing the importance of the interaction between entrepreneurship and marketing has led to the introduction of the concept of entrepreneurial marketing (Jones and Rowley, 2011). The term is used to describe the marketing process of companies looking for opportunities in market uncertainty, which often happens under limited resource conditions (Hacioglu et al., 2012). The concept of entrepreneurial marketing has been introduced by considering the challenges and characteristics of small businesses and team building (Wallnofer and Hacklin, 2013). In fact, this issue, due to the problems and challenges of small and start-up businesses, in product development, market penetration and company growth strategies in the face of limited budgets of these companies and lack of market knowledge of products offered by start-ups, used in the field of marketing in small businesses rather than larger businesses. This is because start-ups face more internal barriers to an entrepreneurial approach to marketing (Hallback and Gabrielsson, 2013). Due to their limited financial and human resources, these companies use different marketing methods than conventional marketing methods. In fact, it is a method of marketing that, while creative, does not cost them much (Martine, 2009).

From another perspective and according to some researchers, entrepreneurial marketing is important for all organizations. To challenge traditional competitors and marketing by taking advantage of innovative and opportunistic approaches. In fact, there is a general understanding that this concept is particularly opposed to the context of small and medium-sized businesses. However, in this context, entrepreneurial marketing is considered as one of the important factors in the survival of start-ups (Stokes 2000, 2000) and is considered as a concept that has a

clear statement about a marketing approach that is consistent with small and medium-sized businesses and also recognizes the need for a broader understanding of marketing in small and medium-sized businesses based on the SME framework (Jones and Rowley, 2011).

Hajioglu et al. (2012) consider seven main dimensions for entrepreneurial marketing, which include activism, calculated risk-taking, innovation, focus on opportunities, resource penetration, customer multiplicity, and value creation. These dimensions differentiate entrepreneurial marketing from traditional marketing. The first five dimensions are the entrepreneurial orientation and the last two dimensions are the dimensions of the marketing orientation (Hacioglu et al., 2012). Mitty (2006) also considers the elements of entrepreneurial marketing as customer multiplicity, resource penetration, calculated risk-taking, innovation, activism, and strategic flexibility.

Advanced technologies and innovative businesses have enjoyed great growth and development in recent years. Despite the rapid development of these technologies, there are several obstacles to their development. One of the main factors influencing the success of high-tech firms is having an optimal business model and recognizing the different marketing methods in these businesses. These models, which are in fact a framework for corporate value creation, generally answer three key questions about companies:

Which activities, how and when should be done? The correct answer to these questions will lead to proper performance, added value, customer satisfaction and ultimately profit for the company. Awareness of the managers of these companies about the necessity and importance of the business model is vital. Certainly, companies in the field of advanced technologies are also more successful if they have a more accurate and suitable business model for themselves.

New customer priorities, non-governmental regulations, and technological change facilitate the emergence of new business models, and business model innovation (BMI) has increasingly attracted the attention of researchers and practitioners (Massa & Tucci, 2013). BMI focuses on "searching for new corporate logics and new ways to create value for customers, suppliers, and partners" (Casadesus-Masanell and Zhu, 2013).

One of the places where marketing has been poorly done and little attention has been paid to its development is planning for marketing the tourism industry. Weak tourism marketing in the Cultural Heritage, Handicrafts and Tourism Organization is the main reason for Iran's backwardness from the growing trend of this industry in the world. In this regard, Iran has not paid serious attention to this industry and especially in marketing, not only has not invested enough, but also has not developed clear policies. This is in a situation where the country has many known and unknown capacities in the supply of national and international tourism. Considering the importance of tourism marketing, it can be said that one of the basic ways to develop this industry in the country can be investing and formulating clear marketing policies.

This study seeks theoretical and operational development in the entrepreneurial marketing model of tourism development in innovative Iranian start-ups and re-reading entrepreneurial marketing in this field from the perspective of start-up organizations by recognizing the components of the future (affecting entrepreneurial marketing). And the effects of this marketing strategy in these companies are in the form of a model. Therefore, the main issue of this research is how to design and develop a marketing planning model for the development of the tourism industry in start-ups in Iran.

## **2. Literature Review**

### *2.1. Marketing models for small and medium businesses:*

Research on small businesses and their marketing activities has largely explained the limited behaviors observed in small businesses (Smith, 1998) or has identified missing links and deterrents in smaller businesses. This is precisely the reason why small businesses are unable to apply marketing ideas and concepts that are often developed for larger companies (Freel, 2000).

Therefore, it seems that in general, the development and completion of theories in small and medium business research is somewhat limited. Most of the work done so far in this field is inherently practical and has a prescriptive and descriptive framework and is smaller (e.g. Carson, 1990; Brooksbank, 1996; 1997; Valos and Baker, 1996). Some researchers and authors are exploring the possibility of using alternative paradigms based on creativity, symbolism, and art, as well as the application of alternative

methodologies such as biography (Fillis, 2002). The work done specifically on small and medium-sized business marketing models has led to the formation of six interconnected qualitative and exploratory models (Carson, 1990), while Hannon and Atherton (1998) propose a matrix in which strategic (strategic) awareness is related to the effectiveness of planning.

Müller and Antila (1987) developed a marketing feasibility framework that was used to collect data from 36 Finnish and Swedish companies, but they described their model as a qualitative tool for testing the modernity and sophistication of marketing methods in small manufacturing companies. (Moller and Anttila, 1987, p.185). This model consists of two main components: internal and external contexts of marketing capability.

## *2.2. Basic theory*

In "basic theory", instead of proving or testing existing theories, the researcher's effort is focused on building, dealing with and producing the theory. The goal is also to look back and get more theorizing about things we are somewhat aware of. The researcher at GT is not concerned with testing the relationships between variables based on pre-existing theory, but with discovering categories and understanding their relationships. He does not start from the concept, structure, formations (components) and previous variables, but while collecting data (and with the support of theoretical sensitivity) he explores the main category and phenomenon related to the subject of his research, to the concepts and categories around it and tries to understand its relations and their theoretical regulation and formulation (Faraskhah, 2007, quoting Bell et al., 2004).

The use of "basic theory" makes it possible for the researcher not to be satisfied with previous theoretical frameworks and to understand theories derived from real experience in a particular situation that informants involved with a subject or problem of that experience at the theoretical or practical level with which they have lived. The GT method is in fact a transition from inductive and deductive methods. In this way, the researcher moves from the details to the generals or from the generals to the details, or to creative mind action and a broader cognitive practice. GT seeks to provide systematic and exploratory theories for explaining a phenomenon (Ostovar Namaghi, 2006).

This method is used in areas where little research has been done and the framework theory is not available. In fact, in this method, instead of testing a pre-existing theory, a new theorizing is done and an attempt is made to start research by referring to key media and penetrating into the depth of the system of meanings and their expectations, and through this approach both theoretical approaches and expectations, as well as issues and problems, prescriptions and solutions, and all should be organized in the form of a theoretical model (Faraskhah, 2007, quoting Volkat, 1994; Stern, 1994).

### *2.3. Tourism marketing*

Tourism marketing as identifying and predicting the needs of tourists and providing facilities to meet the needs and inform them and motivate them to visit. This will ensure the satisfaction of tourists and achieve organizational goals. The purpose of tourists traveling to different parts of the world is to enjoy the attractions that lie in the tourist destinations. In other words, there are attractions in the tourist destination, which attracts people to travel to different destinations. Tourism marketing is a term used to describe a business activity that attracts visitors to a specific place, which could be a state, a city, a heritage or a tourist destination, a hotel or a conference center. Tourism marketing is associated with marketing strategies in the field of tourism. Today, there are many countries in the world where tourism plays an important role in increasing their GDP. Tourism marketing or tourism marketing is one of the branches of marketing that is related to the tourism industry. It is important to do tourism marketing efficiently.

In 1980, Porter proposed three important strategies for overcoming other companies in the tourism industry:

1. Cost leadership that requires organizations to reduce costs based on mass production and strict cost control in core business activities
2. Differentiate products and services by creating unique products.
3. Focus on a specific group of buyers, part of a particular product line or geographic market.

Porter's framework is based on the assumption that the success of an industry in international competition depends on the relative economic strength of a set of business-related characteristics of "operating conditions" or competitive stimuli, i.e., demand conditions, dependent

and supporting industries, strategy, the structure and competition of the company. According to Porter, the most important economic goal of nations is to create a high standard of living which is used by productivity managers in the use of resources to citizens, which is determined in production and trade. In fact, this is the factor that determines the competitiveness of countries in a particular industry (Hippel, 2005).

### **3. Research method**

As the data processing operation progresses, the researcher regularly goes back and asks again and recollects more and more data based on newer questions (which are themselves rooted in previous data). During the round trip, the researcher tries to approach the explanation of the phenomenon, but considers his explanation as temporary and tests it again and again with other data, and finally reaches a relatively satisfactory stage of the theoretical explanation of the phenomenon.

This is what has previously been referred to as "overlapping", and in the midst of it, a new understanding and discovery in the form of achieving the most satisfactory interpretation of a phenomenon is obtained from a variety of possible alternatives. The theory derived from the data must explain the process of the phenomenon under study, that is, the causal causes of a phenomenon, the environmental conditions and the underlying characteristics of it, the interventions it requires, and the consequences that follow will be clarified in a meaningful way (Faraskhah, 2007, quoting Strauss and Corbin, 1998).

#### *3.1. Qualitative data analysis*

The three stages of coding: In qualitative research, although the data is collected in a quantitative way, the findings are obtained in ways other than statistical methods. "Basic theory" also has its own analytical techniques as one of the qualitative methods. But the method of foundation reality theory does not necessarily follow a single, inflexible operating logic. The main technique for analyzing data in this method is coding, which takes place in a three-step process, which includes: 1. Open coding (OC) 2. Axial coding (AC) 3. Selective coding (SC).

The researcher in the open coding stage is more concerned with concepts. As the main focus of coding is categories, and finally in selective coding, theorems become sufficiently clear. These are the theorems that reflect

the generalized relationships between categories. These steps are not mechanically separated but are described as three distinct steps merely to further explain the process. In this process, there are three (but non-linear) stages in which the main and primary contents of the data are given titles and then from them, concepts and categories emerge, "subcategories" belonging to each category are extracted and through this, conceptual clusters are formed, each of which belongs to a category, and ultimately it is from the relationship of these categories that the foundations are laid and a theory is created to explain a phenomenon. As mentioned, the researcher has to go back and forth between three stages of coding during the work. The main spirit of the coding process (which is distinguished into three stages "open, axial and selective" only for further explanation) is continuous analysis, gradual, step-by-step and cumulative, and the two important actions that take place in this process are: 1. Asking and 2. Comparing.

Concepts arise from a mentally active action, the essence of which is to question the facts. Categories are also formed by comparing concepts. In fact, categories are more abstract than concepts. In this way, through "continuous analysis and comparison of data", it is possible to formulate the theory (Ostovar Namaghi, 2006).

In general, it can be said that levels of concepts, categories and theorems are obtained during three stages of open, central and selective coding. Continuous comparison and systematic analysis and coding of concepts and categories help the researcher's work to have the necessary coherence.

1) Open coding: In open coding, themes are listed more freely and perhaps several hundred concepts are derived from the heart of the data. During the research, the ideas are titled and indexed, and based on them, subsequent interviews continue. It is on the basis of these ideas that, step by step, questions from other informants are asked and necessary comparisons are made. New ideas emerge that are loaded with new questions and new meanings and develop the research path nonlinearly (Table 1).



**Table 1. Open coding**

<b>The title of the subset concept (Open source)</b>	<b>Emerged category title (Axial code)</b>
Organize marketing	Sales and Marketing Organization
Marketing and marketing training	
<b>Emerged category title</b>	<b>Emerged category title</b>
Event marketing	Startup Marketing
Internet marketing	
Content production management	
Experiential marketing	
<b>Emerged category title</b>	<b>Emerged category title</b>
Fundraising	Marketing budget
Financial barriers to marketing	<b>Emerged category title</b>
<b>Emerged category title</b>	<b>Emerged category title</b>
Previous startup experience	Marketing experience
Previous market experience	<b>Emerged category title</b>
<b>Emerged category title</b>	Market orientation
Organizational Learning	<b>Emerged category title</b>
<b>Emerged category title</b>	<b>Emerged category title</b>
creativity and innovation	Entrepreneurial orientation
Forerun	<b>Emerged category title</b>
<b>Emerged category title</b>	<b>Emerged category title</b>
Opportunism	Innovative marketing mix
flexibility	
Customer orientation	
Discovering resources	
Networking	<b>Emerged category title</b>
<b>Emerged category title</b>	<b>Emerged category title</b>
Customer growth and motivation	Business growth

2) Axial coding: In axial coding, a set of concepts based on the axis of a category, grouped and covered in the form of arches and form different categories. These conceptual clusters are the starting point that leads the researcher to the theory (Table 2).

**Table 2. Axial coding**

<b>The title of the subset concept (Open source)</b>	<b>Emerged category title (Axial code)</b>
Market	External factors
Economical Condition	
<b>The title of the subset concept</b>	<b>Emerged category title</b>
Risk taking	Entrepreneurial orientation
Creativity and innovation	
Forerun	
<b>The title of the subset concept</b>	<b>Emerged category title</b>
Internet marketing	Startup Marketing
Guerrilla marketing	
Occasional marketing	
Personal branding	
<b>The title of the subset concept</b>	<b>Emerged category title</b>
Startup team	internal factors
Investors	
<b>The title of the subset concept</b>	<b>Emerged category title</b>
Organizational Learning	Intermediate factors
Social capital	
Type of startup	
Startup life	
<b>The title of the subset concept</b>	<b>Emerged category title</b>
Creating value	Innovative marketing mix
Opportunism	
Customer orientation	
Leverage resources	
Networking	

3) Selective coding: In selective coding (in which the primary seeds germinate in the same axial coding) the researcher feels that among the categories, one category is the main category and the core to which all other categories are related in some way. For example, its causal causes are environmental conditions or related interventions or results. In this way, examples consisting of blocks of concepts are formed and the theory about it emerges. Selective coding, as mentioned earlier, begins with the text of pivotal coding and there is no mechanical or linear relationship between the two. Perhaps the center of gravity of selective coding can be seen as the discovery of a major category (or phenomenon) that sparks in the pivotal coding phase. Entering the stage of selective coding, the researcher tries to understand the relationship between the subcategories and the main category as much as possible and to examine

the validity of the semantic network obtained several times (by re-asking key informants and filling gaps through data collection) and After the necessary engraving and correction, the theory that has more validity and stability will be achieved.

#### **4. Results**

Considering that the present research method is the knowledge of the foundation, so the final criterion of the process of data collection and analysis in the foundation data research method is theoretical adequacy. This means that there will be no new category or concept in the present study due to saturation. The table below shows how this criterion is met in the present study (Table 3).

**Table 3. The process of emergence of categories up to the limit of theoretical adequacy**

<b>Modification of previous concepts</b>	<b>The emergence of new categories</b>	<b>Emergence of concepts</b>	<b>Number of open codes</b>	
-	6	19	37	<b>P</b>
-	5	18	49	<b>N</b>
-	4	15	30	<b>D</b>
-	3	11	31	<b>W</b>
-	2	11	23	<b>N</b>
-	4	11	25	<b>AS</b>
-	7	19	39	<b>G</b>
-	7	12	39	<b>GH</b>
-	5	10	40	<b>Z</b>
-	5	11	21	<b>ZE</b>
-	6	8	22	<b>ZD</b>
-	6	10	31	<b>R</b>
-	5	9	25	<b>F</b>
-	6	12	45	<b>FM</b>

According to the results of coding, it can be said that the present study has 12 main categories related to and effective on the entrepreneurial marketing model. Which is obtained through coding in interviews in the present study. These categories include:

- ✓Entrepreneurial orientation
- ✓Personal branding

- ✓Organizational learning
- ✓Entrepreneurial marketing mix
- ✓Type of business
- ✓Business growth
- ✓Tourist satisfaction
- ✓Competitive advantage
- ✓Marketing budget
- ✓Startup Marketing
- ✓Marketing organization
- ✓Innovative performance
- ✓Competition
- ✓Market acceptance
- ✓Social and environmental capital
- ✓Organizational learning
- ✓Planning
- ✓Investors
- ✓Environmental attitude. First, the emergence of each category is reported, and finally, the final research model based on the entrepreneurial marketing model is reported (Figure 1).

پروپوزیشن گاه علوم انسانی و مطالعات فرهنگی  
پرتال جامع علوم انسانی

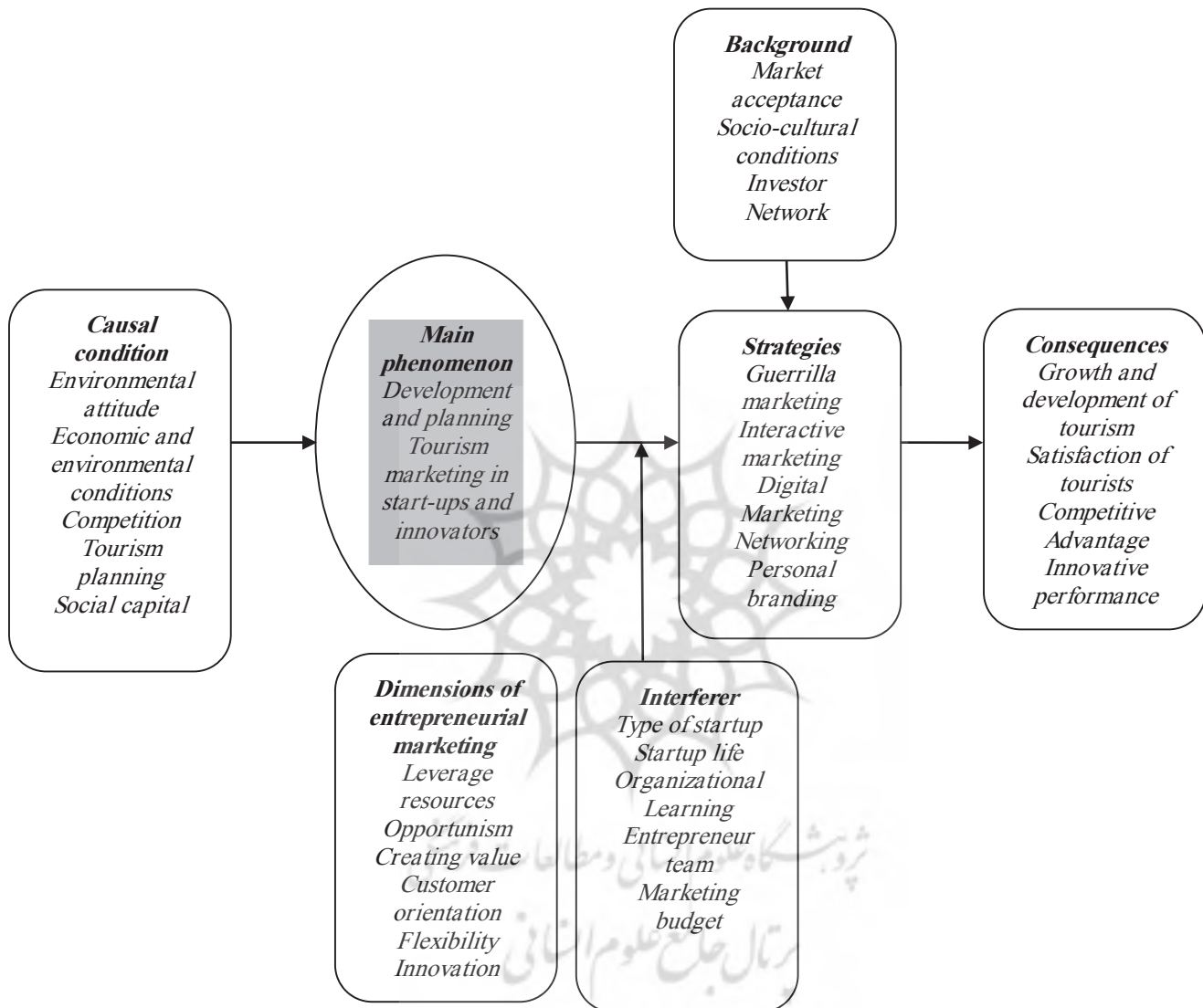


Figure 1. Entrepreneurial tourism marketing model in innovative Iranian start-up companies

## **5. Discussion and Conclusion**

The present study aims to provide an entrepreneurial marketing model for tourism development (innovative start-ups). In this study, the focus of the interview is on developing a model of entrepreneurial marketing planning for tourism development in innovative Iranian start-ups and marketing methods and customer acquisition in tourism companies and strategies and consequences of this type of marketing model and methods tailored to the needs of these businesses based on patterns. It is designed by experts in planning such businesses. The main focus of the interview with which most of the interviews began was "according to the context (economic, political, social, cultural and competitive conditions in the market) (nationwide, entrepreneurial marketing model of tourism development in innovative start-ups "What is the difference between traditional marketing methods in established companies? In other words, what are the unique features of the entrepreneurial marketing model of tourism development in innovative businesses?" They mentioned some cases, which we will analyze below.

The results of the study showed that in the entrepreneurial marketing model of tourism development in Iranian startups, factors such as customer orientation, opportunism, innovation, networking, flexibility, value creation and resource discovery are significant. On the other hand, there are many interfering factors to implement the entrepreneurial marketing model of tourism development in start-up companies, which can affect the intensity or implementation of marketing measures for startups. On the other hand, the results of the research showed that the experiences of the startup team are effective in attracting resources from the market and speeding up the response to change. Entrepreneurial marketing has an empirical and interactive nature, and the more entrepreneurs have communication and learning during the startup development process than the expectations of customers and the requirements of the Iranian entrepreneurial ecosystem, the better the chances of sustainability and growth of these businesses.

In order to analyze the data and according to Corbin Strauss's theory which pays attention to the parts and components of information through a three-step coding process (Grbich, 2007), in the open coding

stage, 25 concepts (open source) were extracted from these interviews and More detailed study and connection between concepts, 6 sub-categories (pivot code) and 1 core category (selected code) were obtained.

Among the most frequently discovered and repeated categories of interview analysis are "customer orientation" and "opportunism". Many Iranian start-up businesses active in the field of digital and Internet businesses have started their activities based on the needs of Iranian customers and the lack of products and services available in the market. Changes in service delivery and decision-making about the content, methods and advertising tools of entrepreneurial marketing of tourism development have been made accordingly.

## **References**

- Carson D, Cromie S, McGowan P and Hill J. (1995). "Marketing and Entrepreneurship in SMEs: An Innovative Approach". London: Prentice Hall.
- Ferasatkah, Maghsoud; Bazargan, Abbas and Judge Tabatabai, Mahmoud. (1386). "Comparative Delivery of Systems Ensuring the quality of higher education in the world by emphasizing their commitment to social and cultural contexts (of course) Sharing and Differentiation in World Experiences).(in Persian).
- Fillis, I. (2015). Biographical research as a methodology for understanding entrepreneurial marketing. *International Journal of Entrepreneurial Behavior & Research*, 21(3), 429-447.
- Gabrielsson, P., & Gabrielsson, M. (2013). A dynamic model of growth phases and survival in international business-to-business new ventures: The moderating effect of decision-making logic. *Industrial Marketing Management*, 42(8), 1357-1373.
- Hallback, P., and Gabrielsson, P. (2013). "Entrepreneurial marketing strategies during the growth of international new ventures originating in small and open economies". *International Business Review*.22, 1008- 1020.
- Hacioglu, G., Eren, S. S., Eren, M. S., & Celikkan, H. (2012). The effect of entrepreneurial marketing on firms' innovative performance in Turkish SMEs.
- Jones, R. & Rowley, J. (2011). Entrepreneurial marketing in small businesses, *International Small Business Journal*, 29(1): 25- 36.
- Jones, R., Suoranta, M., & Rowley, J. (2013). Entrepreneurial marketing: a comparative study. *The Service Industries Journal*, 33(7-8), 705-719.
- Martine. M, (2009). "The entrepreneurial marketing mix", *Qualitative Market Research: International Journal*, 12(4), 391-403.
- Stokes, D. (2000). Putting entrepreneurship into marketing: the process of entrepreneurship marketing, *Journal of research in marketing & entrepreneurship*, 2(2), 1-16.

Wallnöfer, M., & Hacklin, F. (2013). The business model in entrepreneurial marketing: A communication perspective on business angels' opportunity interpretation. *Industrial Marketing Management*, 42(5), 755-764.

