

## A Presentation of the Strategic Entrepreneurial Marketing Model in the Construction Industry

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**Abstract.** The objective of the present study is to provide a strategic entrepreneurial marketing model in the construction industry in the construction companies of the north of the country using the Grounded theory. The present study is a qualitative research which uses Grounded theory by focusing on deep and semi-structured interview and providing an entrepreneurial strategic marketing strategy. In this study, 30 interviews were conducted on university and construction industry experts in construction companies of the north of the country to reach a consensus that was carried out using snowball sampling. Data were analyzed by open, axial and selective coding and the case studies were presented. In the current study, instead of testing the theory and confirming or rejecting it, it was presented limited to reality. The collected data were analyzed using Nvivo software and the components were identified. The results indicated that the causal conditions affecting strategic entrepreneurial marketing include communication capabilities, organizational capability, organizational strategy, management support and organization and

organizational systems. The intervening condition include relationship orientation, environmental capability, and corporate governance, and ground conditions include system thinking, application of technology and organizational culture. Furthermore, the proposed strategies include intellectual capital management, strategic alignment and knowledge elevation to improve strategic and tactical performance of the company as a result of strategic entrepreneurial marketing.

**Keywords:** Marketing, Strategic Entrepreneurship, Construction Industry, Grounded Theory.

## 1. Introduction

Developing a new strategy occurs when there is evidence to secure the situation, but not enough to reach the conclusion that the proposed method definitely improves. Some believe that the process of making a strategic decision begins with the diagnosis of a strategic problem (Ridgman, 1996). A window of opportunity is when one can exploit or lose an opportunity; in other words, this window is a short period when action is being taken to benefit from the opportunity. An opportunity window is often closed quickly, which means that someone has to act and, despite any possible opportunities, encounter it. When there's an opportunity, some say that "opportunity is knocking". This term is used in a wide range of sciences, from astronomy to economics. One of the particular uses of this term is in the field of entrepreneurship. The central subject of entrepreneurship science is "innovative opportunities", and hence, with the opening of an opportunity window, opportunities for entrepreneurship are more likely to appear (Hosseini et al., 2010). Some businesses enter the phase of operation for less than a year, and some need more than ten years to be exploited. Therefore, a general rule cannot be issued on the length of the window of opportunity. Markets grow at different rates over time, and as a market grows faster, there are more opportunities to be discovered. When the market reaches maturity, the window begins to close (guesswork, 2011). In practice, market conditions are turbulent, and favorable and unfavorable conditions appear continuously. The speed of diagnosis and action to take advantage of the opportunity in time is very important; therefore, the

diagnosis and exploitation of opportunities is the main subject of the science of entrepreneurship. In fact, without studying the mechanisms and factors affecting the birth and growth of entrepreneurial opportunities, there can be no clear understanding of the whole business (Hulbert et al., 2013). Nowadays, entrepreneurial opportunities in a highly competitive market, regarding the speed and the high rate of changing hidden needs, are opening up new windows of opportunity at any moment. In the search for competitive advantage in business, the advantage of being aware of opportunity windows, especially entrepreneurial opportunities, is a strategic weapon (Talebi and Zare, 2008). Entrepreneurial marketing is active identification and exploitation of opportunities to acquire and retain profitable customers through innovative approaches to management, risk and leveraging resources for value creation (Morris et al., 2002). The difference between two approaches of traditional and entrepreneurial marketing can be imagined as a spectrum of traditional marketing with features such as risk avoidance and essential control in one end, and entrepreneurial marketing with a high degree of entrepreneurship on the other side of the spectrum. Entrepreneurial marketing can be applied in a dynamic and active environment where marketers have to act as innovators or agents of change. However, environmental conditions are more static in traditional marketing than in existing and well-known markets (Davis et al., 1991). Entrepreneurial marketing includes all the organization members that act to integrate customer preferences, competitor intelligence and product knowledge in the process of creating and presenting superior value to customers. It involves focusing on the market, producing creative insights, identifying opportunities and new sources of innovation, risk capability, and sources of influence in the form of marketing behavior shaped by the personality and characteristics of managers (Jones & Rowley, 2011). Entrepreneurial marketing in the construction industry is the result of the integration and synergy of the idea and mechanism of marketing and entrepreneurship in the management of the construction industry. This concept implies the entrepreneurial approach of this industry in marketing through the creation of new markets and innovation in marketing activities (Abbasi et al., 2017). An aspect of the interconnection between marketing and

entrepreneurship is in communication with the ways in which marketing principles and concepts can be more closely related to entrepreneurial fields. Today, companies and organizations operate in an environment that has a growing risk, reduced predictability, industrial boundaries, a mental management mindset that should forget traditional management principles, and new structural forms that not only provide the possibility for a change, but it helps to create it (Bordbar Koochesfahani and Khani Roud Abadi, 2012). Companies active in the field of entrepreneurship cannot provide appropriate service using traditional theories, processes and marketing tools. The approach of small business companies to marketing is not suited to the theories created by traditional marketing. Companies are able to turn their capital into a unique small profitability with the help of entrepreneurial marketing (Jones & Rowley, 2011). Entrepreneurial marketing is an organizational task and a set of processes for establishing, communicating, and delivering value to customers for managing customer relationships in a manner that is beneficial to the organization and its beneficiaries. This is described by innovation, risk taking, and predictive activity that may be carried out without resources (Maurice et al., 2002). Having a strategic perspective on organizational processes is a modern and useful tool for today's organizations, even nonprofit organizations. The objective of strategic marketing is to improve the company's performance through strategic approaches to marketing. Customer satisfaction is an important component of strategic marketing. By developing a comprehensive plan of how to interact with customers and using new sales and marketing methods, an organization can obtain growth and market dominance. Strategic marketing can also help create a more innovative business and contribute to the organization's better entrance into the society and its market (Dehdashti Shahrokh and Abdol Ali, 2012). The business of any organization/company is one of the most significant economic sectors of the organization, which is heavily influenced by rapid changes in the external environment, especially demographic, economic and technological developments. These prominent changes affect the marketing of organizations to meet the demands and expectations of customers in order to maintain themselves in a competitive position in the market (Manasra et al., 2013). Chronic issues have made

conventional marketing inefficient in the construction industry; the adoption of a modern and entrepreneurial marketing approach is worthy of attention. In this regard, efforts to achieve entrepreneurial marketing have become one of the basic necessities of the construction industry in the country. Construction companies in Golestan province, due to the emergence of competitive markets in this section, have found the intensity of the changes in the field of competition and the need for timely use of opportunities, but unfortunately, due to the lack of a well-designed and well-structured model, they cannot use the existing opportunities properly. Therefore, the necessity of developing a model for the accurate recognition of opportunities with an entrepreneurial approach is strongly felt. What are the causal conditions, intervening and ground factors affecting strategic entrepreneurial marketing in the construction industry? What are the strategic entrepreneurial marketing guidelines in the construction industry and what are the consequences? However, the present study seeks to answer this basic question: What kind of model can be designed and explained for entrepreneurial marketing with a strategic approach in the construction industry for the construction companies in the north of the country? The present study addresses these questions and similar questions as part of the approach used and responds to them. The intended model of research is based on the Corbin and Strauss paradigm model (2008), which is presented with the Grounded theory method.

## **2. Literature review**

Entrepreneurial marketing is the connection between entrepreneurship and marketing and reflects entrepreneurial behavior in the marketing approaches of a company through which innovation can be applied in the market activities. Entrepreneurial marketing plays an important role in achieving a sustainable competitive advantage by providing concepts, tools and infrastructure to bridge the gap between innovation and market condition (Hills & Hultman, 2011). In fact, entrepreneurial marketing is a concept that seeks to describe marketing processes and identify opportunities in a fluctuating environment for small and medium-sized companies with limited resources (Manasra et al., 2013). In addition, entrepreneurial marketing applies a broad perspective and

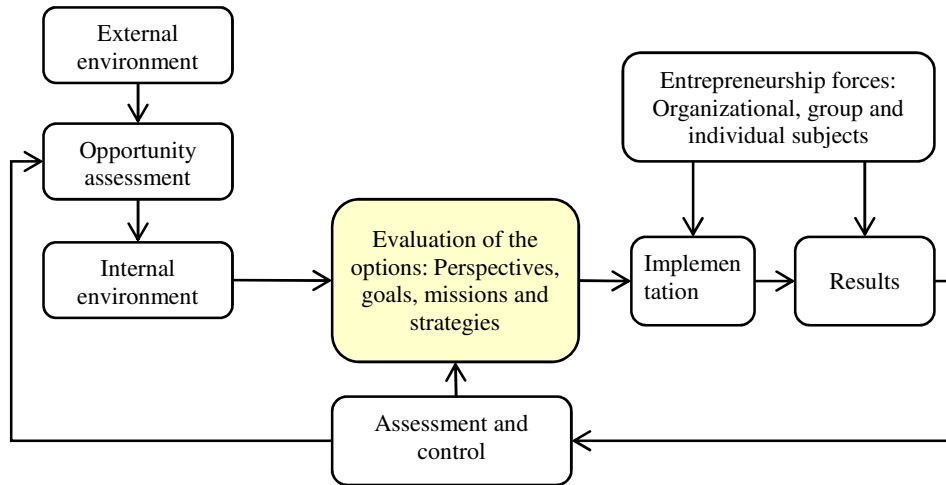
an innovative approach for concentration and innovation, risk management, and leverage of resources to describe a wide range of activities and reactions in small and medium-sized businesses (Kurgun et al., 2011). Beecher et al. (2012), quoting from Grober et al. (2004), believe that entrepreneurial marketing is the main reason behind the success of all new companies. Entrepreneurial marketing is considered as an important strategy for the future business, which involves focusing on the activities of individuals in the company, integrating customer information, competitor's intelligence, product knowledge, and providing superior value to customers (Jones & Rowley, 2011). Entrepreneurship is the search for opportunities and the ability to identify gaps in the market. An entrepreneurial-based approach emphasizes market and product innovation and risky plans, and tends to surpass the rivals with a desire to innovate. Innovation as one of the components of entrepreneurship is considered an inevitable necessity for all the organizations; therefore, organizations must always seek to discover new opportunities to succeed in their performance and achieve sustainable competitive advantage through innovation (Aghajani & Ganjekhor, 2010). Entrepreneurial marketing is a concept derived from sciences with multiple domains, for which there is no single definition. Researchers, marketers and academicians have focused on different aspects of this concept, and each has used it in their related scientific field (Jones and Rowley, 2011). Entrepreneurial marketing is an organizational operation that combines a set of processes for creating, communicating and producing value for customers that along with organizations benefit from customer relationship management (Fiore et al., 2013). There are two approaches in the tendency to the market: market driven or market driving strategies. These two approaches complement each other, and Jaworsky et al. (2000) propose that a business must progress in both approaches in order to succeed. Market driving reflects the impact on the market structure or behavior of the market actors in a manner that leads to the improvement of the competitive position of business in one of the following ways: deconstruction, construction, and function modification methods (Jaworsky et al., 2000). Entrepreneurship marketing companies can use one or a combination of these three approaches. These entrepreneurial strategies are trying to transform

customers' tastes and behaviors. These strategies do not only cover the current tastes, but anticipate future tastes as well. Understanding the voice of the market allows companies to develop their capabilities in order to meet market requirements and predict changing circumstances. This understanding is the result of an accurate assessment of the market and, ultimately, enables companies to make competitive advantage and profitability in the long run (Morrish, 2011). Although market orientation and entrepreneurship appear to be two separate concepts, what matters is the ability to interact and combine them and to influence this interaction and business performance. Matsuno et al. (2002) argue that these two approaches not only affect the performance of the organization, but also affect each other. The more interesting point is that entrepreneurship works alone, but if innovation and risk taking comes with market knowledge which in turn derives from market orientation, it is likely to succeed (Matsuno et al., 2002). In today's competitive environment, even non-profit organizations and the new form of entrepreneurial organizations with social purposes, namely, social entrepreneurship organizations, have been so involved in the turbulence of environmental forces and their changing objectives and avoiding the use of new managerial methods, including strategic management is inevitable. These are the methods that have been tested for many years in other types of organizations, including nonprofits. The lack of these methods is a fundamental issue in non-profit and social entrepreneurial organizations in identifying the market, distinguishing them, and choosing the right customers to deliver new goods and services and make the right decision by the managers, senior and board members of this type of organization (Diane, 2009). An entrepreneur is the main driving force behind economic development and the role of entrepreneurship is to innovate or create new combinations of materials. Entrepreneurship sociologists, psychologists and sociologists have understood the role of entrepreneurs in the economy and identify their characteristics and behavioral patterns. Sociologists consider entrepreneurship as a social phenomenon and examine the mutual relationship between entrepreneurs and other sectors and groups of society. Management scholars have outlined the management of entrepreneurship and created an atmosphere of entrepreneurial support in organizations. This field has also grown

well in activities aimed at increasing social and non-profit welfare (Morrish, 2014). Organizational entrepreneurship is a process in which innovative products or processes are generated through the induction and creation of entrepreneurial culture in an already established organization. Organizations, with any objectives, have various common points; they consider the subjects of customers, markets and opportunities through a strategic marketing approach as one of the common points. Long-term changes in the market often create short-term competitive pressures or fluctuations in the economy. Instead of increasing sales promotions, it is sometimes better to abandon the product and market to maintain the organization's survival. Without a strategic marketing planning no organization can use the opportunities favorably with the available resources. The annual cost of a strategic marketing survey is negligible compared to revenue, market share, profitability, and organizational goals achieved in this direction. This issue directs us to adjust this approach to a variety of organizations, including social entrepreneurs (Cutler, 2007). For the survival and growth of an organization in a modern competitive environment, even in nonprofit and socially-oriented markets, it is vital to use the traditional and up-to-date methods of profit-making organizations in traditional non-profit organizations and their new forms that is social entrepreneurship organizations. Figure (1) displays the strategic entrepreneurship framework which is the basis of the strategic management approach. Information derived from the organization's internal and external environment is the beginning of an organizational entrepreneurship process. This information is an assessment of strategic options and should be implemented when a strategic plan is determined. Individual, group, and organizational factors that are mandatory for an entrepreneurial organization should be considered as the subject of evaluation and implementation for a strategic plan and the results of the strategic plan should be used for control and evaluation. There are numerous articles in various publications and research studies about organizational entrepreneurship and entrepreneurship marketing. However, these studies are mainly conceptual and descriptive and less experimental, since there are fewer known ways to measure them. According to the research studies, organizational entrepreneurship has a



prescriptive approach (how to become an entrepreneur). This study, by considering the vacuum in the field of strategic entrepreneurial marketing in the construction industry, was conducted with the Grounded theory approach to providing a model to be used in construction companies of the north of the country.



**Figure 1.** Strategic organizational entrepreneurship framework

Abdi Holaei et al. (2017), with “prediction of entrepreneurial marketing by strategic planning”, stated that the opportunity for vigilance, consumer-oriented innovation, value creation and risk management receive the greatest impact from strategic planning. Abbasi et al. (2017), in a study entitled “The Entrepreneurial Marketing Mechanism in Agricultural Cooperatives with a Special Approach to Branding”, concluded that the most important characteristics of entrepreneurial marketing in agricultural cooperatives include: synergy and integration of marketing and entrepreneurship in cooperative management and designing creative practices in brand-based marketing. Branding is a pivotal component of entrepreneurial marketing and can be the key to the success of marketing agricultural products by agricultural cooperatives. In addition, the entrepreneur (manager/owner) and his three-dimensional competencies: functional, social, and entrepreneurial competencies are among the factors influencing entrepreneurial marketing in cooperatives. Components such as: intra-organizational

factors, mixt marketing factor, market research factor and consumer behavior analysis, strategic and planning factor, and control and evaluation factor of the market are other factors affecting entrepreneurial marketing in cooperatives. Masoudi (2017) by analyzing “The Effectiveness of Entrepreneurial Marketing on Business Efficiency and Advantage” concluded that entrepreneurial marketing has a significant relationship with the business effectiveness and efficiency. Nezamdoust et al. (2016) in a study entitled “Factors Affecting Entrepreneurial Marketing Strategies and Technology Innovations in Small and Medium Businesses” stated that customer orientation, value creation, opportunism, flexibility, and internal and external environment in small and medium-sized companies are effective on technological innovations. Mubaraki et al. (2016), by “Designing and Explaining the Conceptual Model of Mix Entrepreneurial Marketing in Creative Artistic Businesses,” argued that five main categories in the mix entrepreneurial marketing of creative artistic businesses include: contact network and communication capabilities, content, creativity, cultural value, and the creator of a piece of art. Khenifer et al. (2016) also designed the “Process Model for Entrepreneurship in Iran’s Food Industry”. In the model of the prescriptive research process, the main category is the recognition of the appropriate opportunity for the achievement and development of the market and its exploitation which is a result of individual, personal, and occupational factors. If an entrepreneur is appropriate in the ground and environment variables, he or she can take special or diverse strategies or steps to identify and exploit the opportunity that results in a variety of consequences in micro and macro levels. Yadollahi et al. (2014) in a study entitled “An Entrepreneurial Branding Process Model in Small and Medium Businesses” stated that the entrepreneur attempts to provide the expected value of the customer, strengthen and develop the position of the company and its products in the market, and create lasting competitive advantages, in order to maintain the stability and durability of his business in the environment as much as possible. Dehdashti Shahrokh and Biabani (2014) presented a “model for strategic direction of the company using Delphi technique”. Their findings indicate that in the experts’ view five indices of customer orientation, attention to competitors, in-line coordination, market intelligence, and

responsiveness are important for assessing the market orientation of the company. The five brand-related attitudes, brand behavior, internal and external interaction, conformity and brand abilities are important for measuring brand orientation of the company. In a study entitled “The Nature and Meaning of Implementing Entrepreneurial Marketing”, Shirkhodaee et al. (2012) argued that those organizations that integrate marketing and entrepreneurial activities are better suited to finding and exploiting new market opportunities. One of the main advantages of the concept of entrepreneurial marketing is its ability to respond to an ever-changing environment. When the entrepreneur is looking for new opportunities by considering limited resources, he can use an innovative approach to deal with this uncertainty. Mashde'i et al. (2011) also by examining the behavioral patterns of entrepreneurial learning with competency-based approach indicated that active searches for learning opportunities, selective and targeted learning, deep learning, continuous learning, improved situation and reflection in experience, and transferring previous experience to the current one are considered behavioral components of entrepreneurial learning which requires experience, skill, knowledge, or learning-related issues. Yang (2018), in a study titled “International Marketing Strategies for Entrepreneurship of Multinational Companies: An improvisation by Marketing Managers,” stated that marketing managers use improvisation to develop international entrepreneurship marketing. The new findings of this study indicate that the international marketing strategies for entrepreneurship include cooperation, increased customer value, and international development based on regional market leadership. De Gumaraes et al. (2018), in “Investigating the Impact of Entrepreneurship, Market, and Knowledge Management Approaches in Detergent Manufacturers and Sustainable Competitive Advantage”, demonstrated that there was a strong past impact of strategic drivers on detergent producers. By considering the fact that the correlation between the former three issues is high, it is indicated that, research companies use strategic drivers separately and when combined, there is a likelihood of success with a significant increase in the sustainable competitive advantage of small and medium companies. Yang and Gabrielson (2017) presented a dynamic model in a qualitative research titled “Entrepreneurship

Marketing of International Companies with New Technology Business: A Perspective for Decision Making”, which alternates between effective and causal processes and the entrepreneurship marketing feedback ring. The findings indicated that entrepreneurs are encountered with a causal and effective marketing factor as a result of their entrepreneurship, and changes in domestic uncertainty, technological uncertainty, and any market disturbance. In a study titled “Strategic Entrepreneurship and the Competitive Advantage in Official Companies: Evidence from the Digital Television Industry,” Paek and Lee (2017) state that the company’s position and its evolutionary path are the primary factors affecting entrepreneurship management capabilities and form the organizational learning of official companies. The dimensions of corporate strategic entrepreneurship include environmental measurement, allocation of opportunities, strategic flexibility, entrepreneurial orientation, and organizational learning. Martin and Javalgi (2016), in a study titled “The Entrepreneurial Orientation, Capabilities and Marketing Performance: the Role of the Mediating Intensity of Competition on the Latin American New International Investments” emphasized the new international investment for better performance from a resource-based perspective based on the role of the intermediate intensity of competition between entrepreneurial tendencies. However, entrepreneurial orientation can be a strategic entrepreneurial inclination with resource savings and new international markets with limited resource constraints. Amir et al. (2016), in a study titled “Cost Management, Entrepreneurship and Competitiveness of Strategic Priorities for Small and Medium Enterprises”, argue that cost management is an important resource for the development of the competitiveness of the strategic priorities of small and medium companies. The results have revealed that the relationship between cost-management measures and the competitiveness of small and medium companies related to strategic priorities is moderated by entrepreneurial capabilities. Dogan (2015) in a research titled “Intersection of Entrepreneurship and Strategic Management: Strategic Entrepreneurship” presented a model introducing that entrepreneurial thinking, culture, and entrepreneurial leadership act as ground and predictive variable which lead to value creation in terms of the role of

competitive advantage, applying creativity and developing innovation. Franco and Haase (2013) stated that financial, commercial and administrative resources are highly relevant as the potential for innovation and the capacity to engage in commitment. Davies et al. (2013) presented 11 Categories of market power, market size, resource relationship, existence of limitations, competitors' view, expectation of investor prediction, risk tolerance of stockholder/investor, processes, stock management, evaluation system, and time horizon for results from important competitive strategic issues that an entrepreneur needs to consider before starting a business.

### **3. Method**

The present study is a qualitative research that applies the concept of Grounded theory approach by focusing on deep and semi-structured interviews. It presents a strategic entrepreneurial marketing model in the construction industry in the construction companies of the north of the country. The Grounded theory approach is a qualitative research method that inductively employs a series of systematic procedures to make a theory about the phenomenon studied (Strauss & Corbin, 2008). Strauss and Glaser presented the Grounded theory for the first time in the book "The Discovery of the Grounded Theory" (1967), but in the following years, with the introduction of two approaches for its implementation, the method was separated into two approaches of Strauss and classic Glaser (Asadi Fard et al., 2016: 262). This theory is a general, inductive, interpretive, and exploratory research method that allows the researcher to do theory compilation instead of relying on pre-compiled and existing theories (Sirleck and Nouriaee, 2016: 560). Therefore, a systematic approach has been used in the current study, which has been addressed in the works of Strauss and Corbin (1998). Based on the systematic approach, the theorizing is conducted based on the three main steps of open, axial, and selective coding in order to finally provide a rational paradigm or an objective picture of the created theory. Accordingly, after collecting data through exploratory interview and designing a model based on the Grounded theory, the validity was assessed by interviewing. For writing theoretical foundations, the archival method was applied and data was gathered from primary and secondary sources

(records, degrees, interviews, and questionnaires). In this study, the decision making team (30 experts) were interviewed and selected through purposeful sampling and snowball method based on their special qualifications. Thirty experts (academic and construction experts in the construction companies of the north of the country) were selected according to high education and a minimum of 10 years of work experience to participate in the research for interviewing. Interviewing the experts continued until theoretical saturation (until the categories were well identified and no new categories were obtained from the interviews). Ethical considerations in the implementation of the study were also regarded, which in fact indicate the extent to which the researcher respects the subjects. In this regard, along with the interview questions, a letter with the researcher's signature based on the ethical commitment to keep the interview content and the subjects' profiles was prepared. Furthermore, with the subjects' consent, all the interviews were recorded and examined for key points. Moreover, the reliability standard of qualitative research including credibility, transferability, and reliability was used for assessing the credibility of the data and interpretations. In order to meet the criteria, the following methods have been used: Spending the required time (60 days) for interviews and their direction. Providing a report on the results of the research to the interviewees and obtaining their opinion. Evaluation of coding and the categories obtained by two faculty members and two senior executives of construction companies in the north of the country with more than 20 years of work experience. Reviewing the interview data with researchers' observation of the current status of the industry and the research team members' supervision on the process of collecting and analyzing data. Detailed and accurate description of the process, the context and the field of the research and the identification of the data deviation. Reviewing interviews and re-evaluating coding and interpretations. Theoretical sampling.

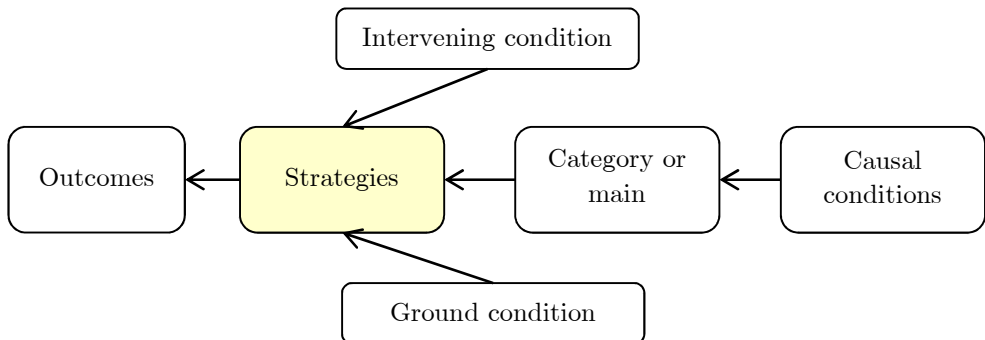
**Table 1.** Profile of the interviewees

Row	Number of the subjects	Degree and field of study	Work experience	Position
1	6	Governmental management PhD	More than 15 years	Faculty member of the university
2	3	Industrial engineering PhD	More than 10 years	Faculty member of the university
3	4	Financial Management PhD	More than 15 years	Faculty member of the university
4	2	Business Management PhD	More than 15 years	Faculty member of the university
5	2	Entrepreneurship PhD	More than 15 years	Faculty member of the university
6	9	Civil Engineering PhD	More than 20 years	Manager of the company, member of the Construction Engineering Organization and municipality's expert
7	4	Architectural Engineering MSc	More than 15 years	Member of the Construction Engineering Organization

#### 4. Findings

Data analysis was conducted using the Grounded theory during three stages of open, axial and selective coding. The Corbin and Strauss (2008) model was used in this study, as displayed in Fig. 2. Open coding is a kind of analytical process through which concepts are identified and their features and dimensions are discovered in the data. Axial coding is the process of linking categories to sub-categories and linking categories at the level of features and dimensions. This coding is named axial as it occurs around the axis of a category. At this stage, the Grounded theory analyst selects a category of open coding and places it at the center of the process under study and links other categories. These categories are: causal conditions, strategies, underlying conditions, intervening conditions and outcomes. This step consists of drawing a diagram that is called a coding pattern. In the selective coding, the conditions or classes of the axial coding stage are merged and a general analysis is performed, and the theorems are presented based on the paradigm model (Alvani et al., 2011). In addition, selective coding (the creation of the theory)

includes one of the axial codes as the main concept for the researcher (Pour Abedi, 2016: 39). The main stage of data theorization is the phase in which the researcher presents the theory based on open and axial coding results. In this study, along with open coding, the data were broken into distinct sections and were carefully studied for similar themes and differences. During the reciprocal process of data analysis, the whole of the initial qualitative data was reduced to fewer categories. From the raw data, the introductory categories in relation to the phenomenon investigated were extracted through the question of data and the comparison of cases, events, similarities and differences. In the next step (axial coding), other categories were theoretically linked to the main category or axial phenomenon. Based on qualitative data analysis, the core coding step was completed according to which the communication line between the research categories including causal conditions, axial categories, underlying conditions, intervening conditions, strategies and outcomes were determined. In the selected coding step, based on the components of the axial coding step, the theorems of the research are presented.



**Figure 2.** Paradigm, axial and selective coding model inspired

In the paradigmatic model, causal conditions affect the axial phenomenon; the phenomenon, ground and intervening factors influence the strategies which in turn affect the outcomes. However, the strategic entrepreneurial marketing model in the construction industry in the construction companies of the north of the country is a model that identifies the following issues using the Grounded theory: the causal conditions as the strategic entrepreneurial marketing challenges in the



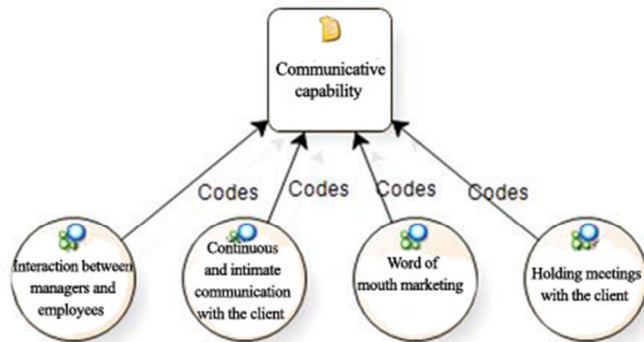
construction industry, ground conditions, intervening conditions, executive strategies and outcomes of strategic entrepreneurial marketing. In order to analyze data from qualitative research methods such as deep interviews, focus group interviews, participatory observation, qualitative content analysis, semiotics and discourse analysis of various media texts such as books, newspapers, films, photographs, music, lectures, etc., the NVivo software can be used. To get started with NVivo software, the text of the interviews with the experts was first documented and then written as an entry in the NVivo software, afterward the text of the interviews was coded in the software environment. Sections of the interviews that were selected for coding and extraction of concepts (categories) were coded separately. Examples of open coding are provided in Table (2) and are presented for strategic entrepreneurial marketing in the construction industry in the construction companies of the northern part of the country.

**Table 2.** Categories extracted from open coding for causal conditions

Categories	Open coding
Communication ability	Ability to communicate with customers, having high public relations with the customers, holding briefings for the customers, interaction and cooperation between managers and employees in the field of business, having intimate relationship with the customers in the field of work, the sense of cooperation between the employees in the direction of company objectives
Organizational ability	High confidence, high self-esteem, assurance, willingness to learn, having power, company's social image, sufficient facilities, appropriate tools and environment, company's adaptability and flexibility, having identity.
Organizational strategy	Having a mission for the objectives of the company, having an assignment in the company, having an ethical charter and strategy in the company, being criticizable, willing to hear comments, tracking complaints and suggestions, identifying the direction of the company, managing resources and costs, planning for operations and activities , turning on the objectives of the company for employees.

Categories	Open coding
Management support and organization	Paying attention to the ideas and opinions expressed in the company by the employees, the appreciation of the employees' efforts to achieve the company's objectives, let the employees in the affairs, having support from the senior management of the company, the existence of appropriate job conditions and satisfaction.
Organizational systems	Human resource development systems, having a salary system, the existence of an organizational maturity system, the existence of a reward and overtime system, having a research and development system, having a system of successor in the company.

In the next step, the codes (categories or concepts) extracted from the tables in the initial coding step, were refined and separated for the formation of code families or pedigrees (centralized or axial coding). The purpose of the pedigree is to have a number of codes belonging to one family in a group and assign a general title to them. The pedigree created by NVivo software is presented below:



**Figure 3.** The tree diagram of the category of communication capability

According to the experts, the company's ability to communicate with customers, high public relations with the customers, holding briefings for the customers, interaction and collaboration between managers and employees at work, having intimate relationships with the customers at work, and the existence of a sense of co-operation between the employees were placed in the form of the mentioned codes regarding communication capability along with the objectives of the company. In the final step, the qualitative analysis based on the Grounded theory and

the formulated concepts and their relationships will be outlined. The coding process beginning with the data leads to the development of the theory during the abstract process. At this stage, the relationship between the centralized codes is expressed in the form of a network.

**Table 3.** Categories extracted from axial coding

Research dimensions	Categories	Axial coding
Causal condition	Communication capability	Word-of-mouth marketing
		Interaction between managers and employees
		Continuous and intimate communication with the customer
		Holding meetings with the customer
	Organizational capability	Learning Ability
		Existence of necessary facilities and tools
		Organizational Confidence
		Use of social power
		Resistant and adaptive
	Organization strategy	Clarity of Company Missions
		Open to criticism
		Determining the path and objectives of the company
		Management of activities and resources
	Management support and organization	The role and value in the circulation of affairs
		Appreciation of efforts
		Pay attention to ideas and opinions
		Senior management's support
	Organizational systems	Desirability of working conditions
		The existence of a suitable reward system
		The existence of a proper salary system
The existence of research and development system		
The main category	Risk taking	The existence of human resources system
		The company's ability in the use of predicted measures
		The company's ability in the use of opportunities
		The ability to participate in reducing risks

Research dimensions	Categories	Axial coding
	Opportunity orientation	Identifying opportunities
		Assessing the potential of the market
		Coordination of the company's capabilities and resources
		Precedence and having will
		Exploiting new opportunities
	Tendency to Innovation	Attracting creative and expert human resources
		New Skills Training
		Improvement of technology in tools and methods
		Accepting new ideas
		Desire to do new activities
	Customer orientation	Attention to customer satisfaction
		Continuous evaluation of customer service
		Understanding customer needs
		Commitment to customer
Intervening conditions	Relationship orientation	The existence of relational channels
		Selecting inappropriate people
		Failure to comply with employment laws
	Environmental capability	Environmental changes
		Government contingency policies
		Internal processes of the company
	Corporate authority	The existence of a strong board
		The existence of strong and original institutional shareholders
		The high proportion of devoted executives in the board of directors
Ground condition	System thinking	Applying Ideas and Opinions
		Applying focal groups
		Search for change and move
	Application of technology	Use of modern technology
		The optimum use of technology
		Teaching Technology
	Organizational Culture	Lack of government among individuals
		Honesty and mutual trust
		Senior decision makers
strategy	Intellectual Capital Management	Meritocracy
		Use of management and employee's experience

Research dimensions	Categories	Axial coding
		Leadership features of senior managers
		Intellectual agility
		Specialization
		Existence of information system
	Strategic alignment	Alignment of HR strategy with organizational strategy
		Organizational infrastructure
		IT strategy
		Participation of managers in business planning
	Increasing knowledge	The growth of specialists and skilled workers in the company
		Realization of job circulation
Benefit from shareholders' experiences		
Outcomes	Strategic performance	Gaining competitive advantage
		Improved marketing performance
		Strategic customer-oriented interaction
		Reinforcing customer's passion
		Pragmatism
		Managing the portfolio of innovations
	Tactical function	Alternative methods for identifying needs
		Continuous extraction of new resources
		Production techniques
		Use of guerrilla and viral tactics
		Development of effective communication management tactics
	Company's performance	Increasing economic growth
		Professional development
		Creating growth and motivation
		New services
Improving competitive position		

The validity is to answer to this question that what the researcher is observing or examining is what he is assessing and measuring? In order to ensure the validity of the research, in order to make the findings more accurate, reviewing and examining the members and colleagues are recommended (Alvani et al., 2011). Therefore, the following measures were taken to evaluate the validity of the findings, adaptation by the subjects, subjects reviewed the axial coding step and announced their

opinions. Their views have also been applied. Colleagues' review, two faculty members with PhD in governmental management and one senior executive with 25 years of work experience reviewed the findings and made comments on the axial coding stage. They confirmed the results while reviewing the obtained categories and inserting corrections. In this study, to examine the validity, the findings of the research were presented to the subjects and the text of the theory was studied and the views were applied. In the end, the present study was studied and reviewed by the professors and some issues were stated to be modified. Reliability refers to the extent of repeatability of research findings. One of the ways to demonstrate reliability is to have a calculated study of the process. The findings are auditable when the researcher can follow the decision paths used by the researcher during the interview clearly and demonstrate the compatibility of the study. Therefore, the researcher confirmed the data reliability by demonstrating his decision paths and providing the supervisor and advisor professors with all the raw and analyzed data, codes, categories, study process, initial objectives, and questions. All the steps of the study were also confirmed through the experts' accurate calculations. In addition, in the current study, an intra-subject agreement method was used to calculate the reliability of the interviews. In order to calculate the reliability of the interview with the intra-subject agreement of two coders (assessors), the statistics consultant was asked to participate in the study as a research collaborator (coder). The trainings and techniques needed to code the interviews were transmitted to him. In each of the interviews, the codes that are considered similar by even two people are marked as "agreement" and the non-similar codes are titled "Disagreement". Afterward, the researcher and his colleague coded three randomly selected interviews, and the level of intra-subject agreement as the index of analytical reliability was calculated using the following formula:

$$\text{Agreement percentage within the subject} = \frac{\text{number of agreements} \times 2}{\text{total number of the codes}}$$

**Table 4.** Results of the reliability examination between two coders

Interviewee	Total number of data	Number of agreements	Number of disagreements	Data reliability
Second	73	26	15	0.71
Third	62	24	16	0.77
Eleventh	53	18	7	0.68
Total	188	68	38	0.72

As displayed in Table 4, the total number of codes registered by both the researcher and collaborator is 188, the total number of agreements between these codes is 95, and the total number of disagreements between these codes is 32. The reliability of the two coders using the formula is 72%, which is higher than 60%; therefore, the reliability of the coding is confirmed. By verifying the validity and reliability of the research data, the following theorems were obtained based on the components of the axial coding step: Theorem 1. Relationship capability, organizational capability, organizational strategy, management and organizational support and organizational systems for strategic entrepreneurial marketing in the construction industry are considered as causal factors. Theorem 2. System thinking, the use of technology and organizational culture for strategic entrepreneurial marketing in the construction industry are regarded as ground conditions. Theorem 3. Relation orientation, environmental capability, and corporate governance are considered to be intervening conditions in strategic entrepreneurial marketing in the construction industry. Theorem 4. Intellectual capital management, strategic alignment, and knowledge enhancement are of strategic entrepreneurial marketing strategies in the construction industry. Theorem 5. Ground conditions, intervening conditions and strategies are followed by consequences of strategic performance, tactical performance, and company efficiency. Regarding the categories mentioned using the Grounded theory, qualitative research model and strategic entrepreneurial marketing are presented in Fig. 4 based on the Grounded theory.

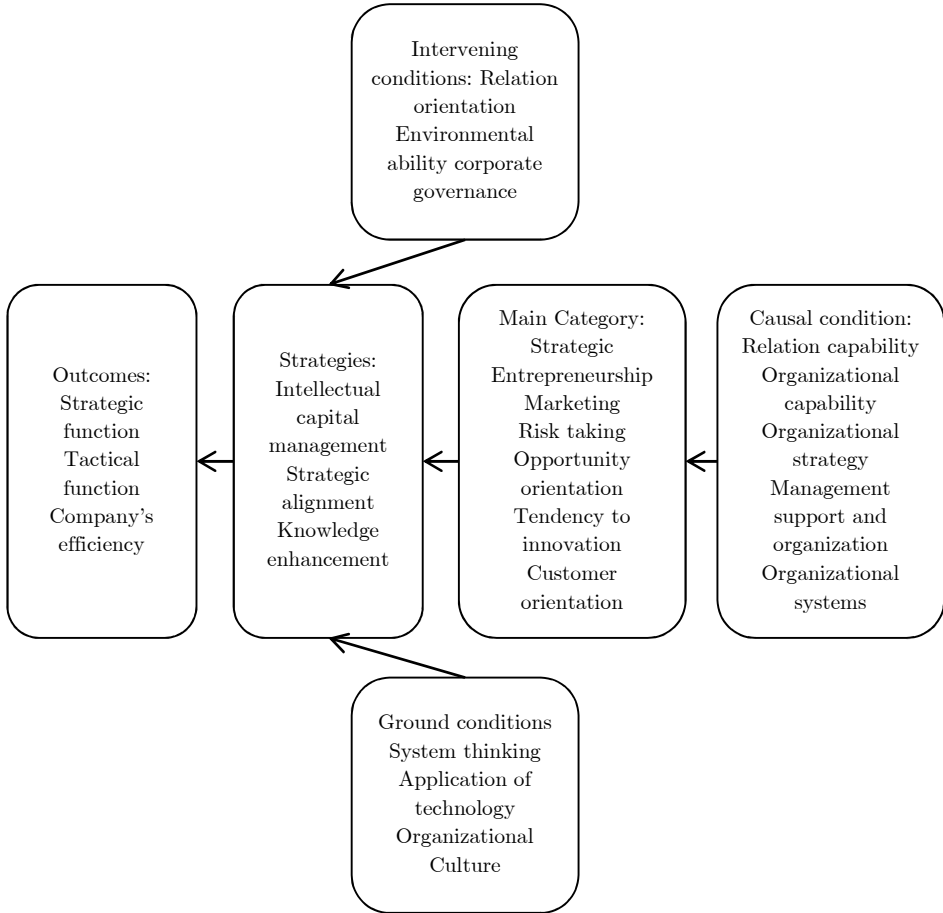


Figure 4. Qualitative research model, strategic entrepreneurial marketing based on the Grounded theory

### 5. Discussion and Conclusions

Entrepreneurial marketing has been raised as a new subject in our country. Companies by considering the market try to lead customers instead of following them and instead of providing better service in existing markets they tend to set up new markets. Entrepreneurship is defined as a process of creating value by combining (and integrating) a package or a unique set of resources to exploit an opportunity. Not only does this process create new and growing institutions to shake, it also creates growth and strategic motivation in existing institutions. This process involves a set of necessary activities for determining and



identifying an opportunity, defining a business concept, evaluating and acquiring the necessary resources, and managing and harvesting those opportunities and actions. Marketing, if conducted systematically, increases the effectiveness and efficiency of the company and creates profits and economic benefits for any dynamic and active company. Entrepreneurial marketing, as one of the new aspects of marketing, implements the same primary marketing goals with higher quality. Failure to develop a desirable and comprehensive model for strategic entrepreneurial marketing in the construction industry causes inefficiencies in corporate strategies. Exploiting a comprehensive model for the strategic entrepreneurial marketing process in the construction industry enables companies to identify and implement all the priorities and strategies with the knowledge of all tools related to strategic entrepreneurial marketing. The advantage of the present study is that the proposed model is a comprehensive and action-oriented model that simultaneously attempts to address most of the effective components in strategic entrepreneurial marketing and thus has been able to proceed the theory and practice of the strategic entrepreneurial marketing process. The distinction between the model proposed in this study and the existing frameworks in the field of research is that, in the existing frameworks, only the relationship between several domains has been considered, while in the current study, in addition to considering the strategies and outcomes, the factors influencing strategic entrepreneurial marketing including causal, ground, and intervening factors have also been emphasized. The results of the research indicate that the causal conditions affecting strategic entrepreneurial marketing include communication capabilities, organizational capability, organizational strategy, management support and organization and organizational systems. Intervening condition includes relationship orientation, environmental capability, and corporate governance, which have an impact on strategic entrepreneurial marketing strategies in terms of ground conditions, including system thinking, technology use, and organizational culture. In addition, the proposed strategies include intellectual capital management, strategic alignment and knowledge enhancement that lead to positive outcomes of strategic entrepreneurial marketing for a change in the company, which includes strategic,

tactical, and corporate performance. Regarding the Grounded theory model and its findings, it is proposed that considering the economics, the conditions dominating the society, and the recession of the construction industry in recent years, the issue of strategic entrepreneurial marketing should be seriously addressed at the macro level in the construction companies and should be preserved and strengthened in the long-term programs. While providing necessary solutions and foreseeing the situation, it is necessary for the responsible institutions to provide quick and easy access to the relevant objectives and to provide the administrators of this section a suitable platform for the future to witness prosperity in this section. It is suggested to managers and authorities to identify and pay attention to the problems and potentials in the field of construction industry and regarding the factors affecting strategic entrepreneurship marketing get help along with the strategies and outcomes. One of the limitations of the present study is that doing research in the construction industry will reduce the generalizability of the research results to other sectors, including the public and private sector. One of the other research limitations was the subject of the study, as this is a confrontation between marketing and entrepreneurship, and little research has been conducted in this regard. Another difficulty in the research was its qualitative nature and the researcher tried to avoid imposition on the data in the theoretical formation and to discover and extract the theory from inside the data. Considering the fact that strategic hypotheses can be formulated based on the extracted theorems from the Grounded theory in a qualitative research, it is suggested for future studies to conduct quantitative research with the aim of testing these hypotheses. Furthermore, considering that the present study is about strategic entrepreneurial marketing in the construction industry in the construction companies of the north of the country, it can be used as a basis for future studies on strategic entrepreneurial marketing in this field.

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