



Developing an Entrepreneurial Marketing Model in the Service and Processing Industries

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Abstract

This research aims to explain how the concept of entrepreneurial marketing emerges through innovative research and effective convergence between marketing and entrepreneurship and to design an entrepreneurial marketing model in the service and conversion industries by proposing a logical and process-oriented framework. Service and conversion industries, which attract many resources to customers through the provision of services and optimization, can be an effective factor in the economic growth of the country. Given the importance of industries and increasing competitiveness among them, entrepreneurial marketing plays a very important role in achieving organizational goals and making the most profit in the industry. The present research is qualitative in terms of research method in which the meta-combined method has been used to analyze the research literature. Then, using the two-stage Delphi method, the opinions of industry experts and entrepreneurs are classified based on categories and concepts. The statistical correlation between the variables was measured by the Kendall coefficient and the agreement percentage index was used for the reliability of the measurements. The results show that the entrepreneurial marketing model in these industries consists of three categories of factors (contextual, causal, and environmental factors) and dimensions (customer-centric views, creativity, risk-taking, innovation, market-oriented, and opportunity-building). All factors with a high agreement percentage were effective in entrepreneurial marketing in the service and conversion industries.

Keywords:

Delphi method; entrepreneurial marketing; meta-synthesis; service and processing industries; Kendall coefficient

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INTRODUCTION

With the increase in population and the expansion and growth of societies and organizations, along with their increasing complexity in the present era, the need for entrepreneurship, as a key factor in economic growth and development, is strongly felt both in the sense of creating jobs and also making changes through innovation and process improvement. Entrepreneurship can even be considered one of the main fundamental strategies of countries in the modern era (Nahid, 2009). Accordingly, one of the most important economic sectors of any organization, namely its business, has strongly been influenced by rapid changes in the environment, especially demographic, economic, and technological developments that affect marketing and meet the customers' demands and expectations to maintain the competitive position in the market (Al-Manasra, Al-Zyadat, Al-Awamreh, & Alnsour, 2013). Given the role of marketing in the success of organizations, marketing seems to be critical for organizations in terms of customer growth and company survival. However, many researchers have found that traditional marketing methods are no longer profitably efficient due to population growth and as a result of their demand and rapid change in today's world (Bacherer, Bogner, Xu, Simbrunner, & Reisenberger, 2012). In such a situation, entrepreneurial marketing is one of the marketing types considered throughout the world today. Entrepreneurial marketing refers to the fact that organizations with a high level of entrepreneurial orientation are usually more inclined to monitor their operating environments to discover new opportunities and strengthen their competitive advantage (Wallnöfer & Hacklin, 2013). To take advantage of opportunities through innovative views in a company, entrepreneurial marketing can be a good alternative to promote conventional marketing activities.

As a very complex process, organizations with a tendency to entrepreneurial marketing can respond to the changing environ-

ment, compete with competitors, and control resources. They also have different levels of opportunism from organizations that lack an entrepreneurial marketing approach (Rezvani, Maharati, & Khavarkian, 2013).

Entrepreneurial marketing plays an effective role in advancing the organizational goals of industries, too. Entrepreneurial marketing can turn the threats and constraints of industries into opportunities and improve the efficiency of that industry in line with the obtained opportunity. Industries play a critical role in the economy of any country so that any changes in a country's industry can greatly affect its business activities. In today's world where the service and processing industries are changing and evolving and there is fierce competition in these sectors, strategic and creative planning is imperative (Shafei, Roshani, Hosseini, & Rostamijo, 2014). Marketing is one of the strategies to increase the revenue growth of industries. Emphasis on entrepreneurial marketing is a strategy that various service and processing industries including agriculture, automobile, banks, etc. can utilize as a way to succeed and improve the current situation.

However, in Iranian industries, managers have a traditional way of thinking, are not very familiar with this trend, and are ineffective in marketing tactics. Therefore, they are unable to improve the current situation to achieve a competitive advantage (Rezvani et al., 2019).

In organizations with a business philosophy of entrepreneurship, the managers of marketing and other operational departments use information about the customers and competitors in their decision-making process. These organizations are distinguished from other organizations by the continuous focus of employees of all departments on customer needs and conditions, competitiveness in the market environment, and the innovative and pioneering spirit. These are organizations that can change and adjust the speed of their services and plans to keep pace with changes in that

environment. Before designing and presenting their products and services, such organizations pay special attention to customer research and surveys (Hill, 2003).

One of the effective industries in economic growth is the service and processing industries. Banks, as one of the most important industries in the service and agriculture sectors, are among the most important industries in the processing and complementary sectors. Given the importance of the growth of these sectors and the increasing competitiveness among them, entrepreneurial marketing plays an important role in achieving organizational goals and making the most profit in these sectors. Entrepreneurial marketing leads to creativity and innovation in the production, distribution, packaging, and delivery of various services. Accordingly, the present study aimed to answer the question as to what the factors, dimensions, and consequences of the structures of an entrepreneurial marketing model are in the service and processing industries.

Theoretical foundations and research background

Changes in competition and uncertainty in environmental conditions in recent decades have made it difficult for large organizations to make small changes in their methods and structures to compete with small companies with more flexibility, speed, and innovation. Society attaches considerable importance to organizations that encourage entrepreneurship and nurture individuals' talents. Today, organizations are increasingly facing situations that make it necessary for them to have a tendency towards entrepreneurial activities (Shepherd, Covin, & Kuratko, 2008) In today's business environment, where the life cycle of products and services is decreasing, and future benefits are uncertain, risk-taking, innovation, and market dominance are critical for entrepreneurial institutions. Furthermore, to maintain a sustainable competitive advantage and create greater benefits, institutions must respond better to market needs

than their competitors and must be able to accurately predict market changes so that they can provide the best values for their customers (Joo, Jae, Seok, & L., 2012).

Service and processing industries play a key role in countries' economies and any change in this sector can greatly affect any country's commercial activities. Today, using marketing strategies is one of the most important ways to change market share, especially in industry (Taqizadeh & Asadian, 2015)

In a study aimed at designing an entrepreneurial marketing model using meta-synthesis and Delphi method, and medium-sized companies in the west of Iran. The study aimed to develop a Allahdadi et al. (2018) studied small comprehensive model of entrepreneurial marketing by reviewing 198 effects in nine reputable scientific and expert opinions databases. According to their results, the entrepreneurial marketing model in small and medium enterprises consists of four categories of generating factors, dimensions, strategies, and outcomes (Allah Dadi, Tajzadeh, Irandoost, & Soltanpanah, 2018).

Mangeli et al. (2017) investigated the effect of customer performance on the relationship between financial performance and entrepreneurial marketing. According to their results, entrepreneurial marketing has an indirect and significant effect on financial performance through customer performance. Also, customer performance had a minor mediating effect on the relationship between entrepreneurial marketing and financial performance (Mangoli, Rezaei, & Safa, 2017).

Nouri et al. (2016) mentioned entrepreneurial marketing behavior as one of the most important characteristics of entrepreneurs, which is affected by entrepreneurial mentality, decision making, and thinking. Increasing the speed of decision-making, increasing the tendency to take risks, survival in the market, and also increasing the tendency to innovate are among the most important positive consequences of the innovative ways of feeling in entrepreneurial marketing behavior (Nouri, Imanipour, & Zali, 2016).

Sahid and Hebidin (2018) stated that creating opportunities, innovative customer-based products, resource improvement, and legitimacy are effective in the entrepreneurial marketing structure (Sahid & Habidin, 2018).

Manasra et al. (2013) showed that entrepreneurial marketing activities accounted for significant changes in various performance indicators of the company including 61 percent improvement in service quality, 39 percent increase in competitiveness, 25 percent increase in profitability, 42 percent reduction in marketing costs, and 45 percent increase in customer satisfaction (Al-Manasra et al., 2013). Mort Weerawardena and Peter (2012) showed that businesses that widely used the entrepreneurial marketing approach in marketing processes financially outperformed other businesses. However, because of its complexity, entrepreneurial marketing was found to be used in highly competitive and dynamic environments.

Hempenius (2012), who studied entrepreneurial marketing from the perspective of its impact on the performance of small and medium-sized companies, reported that regardless of the environment and type of customer, companies that used the entrepreneurial marketing approach had about 3.7 percent higher customer performance than the companies with traditional marketing structure.

Although some studies have been conducted in this field, there are still research gaps that the present study tries to fill by designing an entrepreneurial marketing model using the methods of meta-synthesis and Delphi in the service and processing industries to provide useful results. To the best of our knowledge, no research has been carried out in this field in Iran, especially in the sectors related to service industries as well as the processing and complementary industries, and agriculture as its most important part. Additionally, it is the first time to use meta-synthesis and Delphi and the mixed method in these sectors. All these reasons indicate the necessity of carrying out the present research.

METHODOLOGY

This study adopted a mixed method that combined a set of quantitative and qualitative methods. First, the meta-synthesis (Sandelowski, Barroso, & Voils, 2007) and Delphi methods were used in the qualitative phase. In the meta-synthesis section of this research, three main steps were implemented. After performing these steps, indicators related to the research were extracted and distributed among experts (Delphi technique) to calculate the indicators' validity and reliability. The Delphi method or Delphi technique is a structured communication technique or method, originally developed as a systematic, interactive forecasting method that relies on a panel of experts. In the Delphi technique, the Kendall coefficient is used to measure the statistical correlation between the two variables and the agreement percentage index is used to measure the reliability of the measurement.

The seven steps of the mixed method used in this study are depicted in Figure 1.

Step 1: Determining the research question

In this step, we should answer the questions such as 'What? Who? When? And how?' These four questions determined the purpose of the antecedents and consequences of the structures of the entrepreneurial marketing model and the relationships between the important components of entrepreneurial marketing. About the second question namely "who?", the study population in the meta-synthesis section of articles consisted of research on entrepreneurial marketing in the service and processing industries. The time frame (When?) in this study covered the period from 2010 to 2018. Finally, the seven-step meta-synthesis method of Sandelowski et al., (2007) was used to answer the fourth question as to "how".

Step 2: Texts systematic review

This step addressed reviewing reliable and related sources regarding entrepreneurial marketing in the industry, especially service and processing industries in foreign journals, ISI Google Scholar, Science Direct, etc., as well



Figure 1: Seven Steps of the Meta-synthesis Method (Sandelowski et al., 2007)

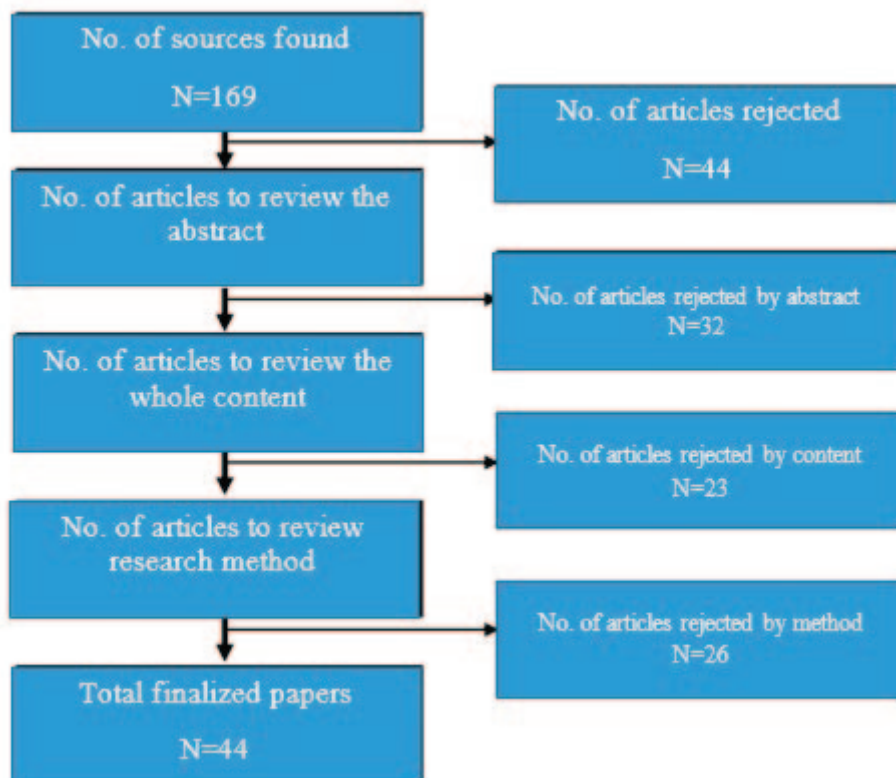


Figure 2. How Proper Papers Were Selected for Analysis

as domestic scientific-research journals, humanities portal, scientific information center database of University jihad, Iran Doc, conferences, etc.

Step 3: Searching and selecting proper articles
In this step, the studies on the validated pa-

pers and journals were examined in terms of title, abstract, content, and research method. Finally, 169 articles were gathered in the given time period by the algorithm presented in Figure 2.

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Table 1
Extracting Information

Code	Researchers	Title	Year	Type	Code	Researchers	Title	Year	Type
1	Allahdadi et al.	Entrepreneurial marketing	2018	Scientific research	23	Aghazadeh & Mehrnoosh	Market orientation of Iranian commercial banks	2010	Scientific research
2	Bahri Nezhad et al.	Marketing processes in the banking industry	2018	Scientific research	24	Nahid	What is and why organizational entrepreneurship	2009	Scientific research
3	Mangoli et al.	Financial performance and entrepreneurial marketing	2017	Scientific research	25	Sahid & Hibdin	Entrepreneurial marketing structure	2018	ISI
4	Abde khoda	Marketing strategies in bank	2016	Scientific research	26	Yang	Dimensions of Entrepreneurial Marketing	2018	ISI
5	Khademi & Shoja	Marketing Dep. and Organizational performance	2016	Scientific research	27	Yang & Gabrielson	Dimensions of Entrepreneurial Marketing	2017	ISI
6	Ebrahimpoor et al.	Market operation and Marketing performance	2016	Scientific research	28	Kakilti & Li	Marketing capabilities and company performance	2016	ISI
7	Salehi zadeh & Saeidnia	Evaluation criteriaMarketing performance	2016	Conference	29	Zhang	Marketing performance system	2016	ISI
8	Nahid et al.	Entrepreneurship orientation andOrganizational performance	2016	Scientific Research	30	Ran et al.	The way of marketing	2015	ISI
9	Riahi et al.	Strategies for the development of market orientation in the banking system	2016	Conference	31	Martin & Javalgi	Entrepreneurial orientation, performance	2015	ISI
10	Nabavi et al.	Marketing strategy andMarket performance	2015	Conference	32	Hamali	Entrepreneurial marketing	2015	ISI
11	Taghie & Khatami	Barrier marketing andbank expenses	2015	Conference	33	Ateba et al.	Marketing mix in African bank	2015	ISI
12	Ekhtiari & Kasaei	Entrepreneurial risksIn the banking industry	2015	Scientific Research	34	Humborg et al.	The effect of marketing sector	2015	ISI
13	Taghizade & Asadian	Relationship Marketing with-banks' market share	2015	Conference	35	Feredricson & Moro	banks and companies relationship	2014	ISI
14	Rezaei et al.	Dimensions of marketingEntrepreneurial	2015	Scientific Research	36	Novaizgebu & Enkam	Entrepreneurial marketing methods	2014	ISI
15	Seyed Javadin et al.	Entrepreneurial marketing of small businesses	2015	Scientific Research	37	Walnefer & Heklin	Entrepreneurial marketing business model	2013	ISI
16	Hamidzade et al.	Dimensions of entrepreneurial marketing and performance	2014	Scientific Research	38	Fersen et al.	Marketing performance and business context	2013	ISI
17	Ahmadian	Dynamics of the banking industry	2014	Scientific Research	39	Manasra et al.	Entrepreneurial Performance criteria	2013	ISI
18	Maarati & Boroumand	Entrepreneurial marketing and business performance	2013	Conference	40	Mort et al.	marketingEntrepreneurship	2012	ISI
19	Hejazi & Hosseini Moghaddam	Entrepreneurship orientation and banks performance	2013	Scientific Research	41	Haji Oghloo et al.	Entrepreneurial marketing and innovative performance	2012	ISI
20	Rezvani et al.	Entrepreneurial orientation in state-owned banks	2019	Master Thesis	42	Bacherer et al.	Dimensions of Entrepreneurial Marketing	2012	ISI
21	Mobini et al.	Entrepreneurial orientation of the organization	2012	Scientific Research	43	Hempenius	Entrepreneurial marketing	2012	ISI
22	Abbaszadeh et al.	Entrepreneurial orientation in banking system	2011	Scientific Research	44	Pyles, M & Mullineaux	Marketing and bank performance	2013	ISI

The purpose of this step was to exclude unreliable articles and books. To finalize the selected articles, 44 out of 169 papers were rejected due to the discrepancy of the title. The remaining 125 papers were reviewed in terms of abstract. Then, 32 papers were rejected at this stage. So, 93 papers remained to be evaluated in terms of their content, which resulted in the exclusion of 23 papers. The remaining 70 papers were examined in terms of research method. Finally, 26 papers were rejected, and 44 papers were selected.

Step 4: Extracting the information

In this step, the final selected studies (Table 1), including 44 papers published in Iranian

and non-Iranian journals, were introduced. First, the articles published by Iranian journals and then those published by non-Iranian journals were considered in this step.

Step 5: Analyzing and combining the findings

The purpose of meta-syntheses is to create an integrated and new interpretation of the findings. This method was used to clarify the concepts, patterns, and results in the existing knowledge and the emergence of operational models and accepted theories (Maleki & Sharafi, 2016). In this step, the primary and important components and criteria were determined (Table 2).

Table 2
Finding Categorization

Components	Code (criteria)	Frequency
Customer-orientation	Responsiveness, communication with customers, easy access to services, appropriate equipment, staff adornment, timely attendance, service quality, reliability, empathy, and development and provision of specialized services	11
Creativity	Technology, problem-solving, thinking, emotional reactions, skills	5
Risk-taking	Responding to changes in customer needs, individual risk-taking, organizational risk-taking, strategic risk, financial risk, technological risk, environmental risk, operational risk	8
Innovation	Knowledge, dealing with potential threats, information technology, market complexity	4
Market-orientation	Customer demand, customer orientation, competitive advantage, market intelligence, task coordination, advertisement, entering the global banking industry, research development	8
Opportunity creation	Entrepreneurial awareness, access to information and prior knowledge, exploratory research versus purposeful research, social networks, optimism and self-sufficiency, accurate and timely information	6
Causal factors	Entrepreneurial mentality, entrepreneurial attitude, entrepreneurial leadership	3
Contextual factors	Entrepreneurial culture, internal structure and marketing, entrepreneurial behavior	3
Environmental factors	Social factors, technology, economics, government, entrepreneurship culture, technological conditions, internet	6
Consequences	Leadership, customer loyalty, value creation, improving profitability, increasing experiences, improving employment, improving organizational training, improving performance	8
	Total	62

Step 6: Quality control

The sixth step, which was beyond the qualitative refinement of the findings, was to examine the model's validity and reliability. The Delphi technique was used to assess the content validity by a survey of experts, in which experts were selected by non-probabilistic sampling and a combination of purposeful or judgmental methods. Finally using the Kendall coefficient, the statistical correlation between the variables was measured to calculate the percentage of agreement. The

Kendall coefficient was used to measure the statistical correlation between the two variables and the agreement percentage index was used to measure the reliability of the measurement.

The experts were either university faculty members, entrepreneurs, or bank managers. At first, 15 experts announced their readiness. However, 12 participated in the first round, and 10 participated in the second round (Table 3).

Table 3
Experts' Profile

Position	Gender	Education
University faculty members	Male	3
	Female	1
Entrepreneur	Male	2
	Female	1
Bank Managers	Male	2
	Female	1
Total	10 people	10 people

Table 4
Categorization and Criteria Frequency

Components	Code	Frequency
Causal factors	Entrepreneurial mentality, entrepreneurial attitude	2
Contextual factors	Entrepreneurial culture, internal structure, and marketing	2
Environmental factors	Social factors, technology, economics, government	4
Customer-orientation	Responsiveness, communication with customers, easy access to services, appropriate equipment, staff adornment, timely attendance, service quality, reliability, empathy, development and provision of specialized services	
Creativity	Technology, problem-solving, thinking, emotional reactions	5
Risk-taking	Responding to changes in customer needs, organizational risk-taking, strategic risk, financial risk, technological risk, operational risk	6
Innovation	Knowledge, Dealing with potential threats, Information technology, Market complexity	4
Market-orientation	Customer demand, customer orientation, competitive advantage, market intelligence	4
Opportunity creation	Entrepreneurial awareness, access to information and prior knowledge, social networks, optimism, and self-sufficiency	4
Consequences	Leadership, customer loyalty, value creation, improving profitability, increasing experiences, improving performance	6
Total		46

The participants were contacted by email and telephone in both rounds. In the first round, the criteria were extracted. They included 62 items, which were scored from 1 to 3, with 3 showing the highest priority. Then,

the criteria with the highest priority were extracted. In the second round, a questionnaire was designed, and after sending the questionnaires to the experts, 64 questions were finalized, which can be seen in [Table 4](#).

Table 5
The Results of the Second Round of the Delphi

Components	Model components	SD	Mean	Kendal Coefficient	Convergence
Causal factors	Entrepreneurial mentality	1.23	3.8	0.79	79.5
	Entrepreneurial attitude	1.48	3.2	0.68	84.4
Contextual factors	Entrepreneurial culture	1.43	3.4	0.72	94.2
	Internal structure and marketing	1.35	3.4	0.82	85.7
Environmental factors	Social factors	1.32	3.2	0.91	79.8
	Technological factors	1.32	3.2	0.83	81.4
	Economic factors	1.23	3.2	0.69	94.6
	Government	1.23	3	0.85	89.6
	Reliability	1.35	2.5	0.89	83.1
	Empathy	1.4	2.8	0.63	89.2
	Communication with customers	1.6	2.9	0.62	95.3
Customer orientation	Easy access to services	1.43	2.6	0.71	82.4
	Employee adornment	1.17	2.4	0.68	89.6
	Timely attendance	1.59	2.9	0.97	74.5
	Quality of service	1.34	2.3	0.97	79.6
	Responsiveness	0.994	2.1	0.6	83.3
Creativity	Development and provision of specialized services	0.675	2.3	0.66	89.5
	Technology	1.17	2.4	0.93	79.4
	Skill	1.17	2.5	0.68	85.4
	Emotional reactions	1.49	2.7	0.64	95.3
Risk-taking	Solving problems	1.13	2.8	0.62	89.7
	Thinking	1.34	2.3	0.82	78.17
	Responding to changes in customer needs	1.17	2.4	0.63	85.9
	Technological risk	1.35	2.4	0.89	92.4
	Organizational risk	1.41	3	0.61	85.6
Innovation	Strategic risk	1.19	2.9	0.60	78.4
	Financial risk	1.26	2.6	0.67	92.5
	Operational risk	1.27	2.5	0.81	75.5
	Knowledge	1.4	2.8	0.69	89.6
Market-orientation	Market complexity	1.26	2.6	0.87	90.6
	Dealing with potential threats	0.994	3.1	0.83	91.5
	IT	1.43	2.5	0.8	75.5
Creating opportunities	Customer demand	1.37	2.9	0.82	75.5
	Customer orientation	1.52	2.9	0.77	75.6
	Competitive advantage	1.16	2.3	0.62	78.5
	Market intelligence	1.30	2.5	0.73	85.6
Consequences of entrepreneurial marketing	Entrepreneurial alertness	1.32	2.2	0.84	95.4
	Access to information and prior knowledge	1.17	2.6	0.83	75.4
	social networks	1.26	2.6	0.73	85.3
	Optimism and self-sufficiency	1.26	2.6	0.83	95.3
		1.075	3.4	0.75	94.6

Based on the statistical results of the Kendall coefficient and Kappa percentage in Table 5, the majority of items were above 0.7, indicating that the extracted components had good validity and reliability.

CONCLUSION

According to the research findings, the components of entrepreneurial marketing are composed of three categories of generating factors or antecedents, dimensions, and consequences. Contextual, causal, and environmental factors were identified as causative factors. Furthermore, the findings of the meta-synthesis phase and experts indicate that the dimensions of entrepreneurial marketing are based on six perspectives of customer-centric, creativity, risk-taking,

innovation, market-oriented ness, and opportunity creation. Furthermore, entrepreneurial marketing and its exploitation in the service and processing industries will have consequences such as being a leader, customer loyalty, value creation, profitability improvement, and increasing experiences. The entrepreneurial marketing model in the service and processing industries is as follows after implementing the two-round Delphi method. The transformation will have such consequences as leadership, customer loyalty, value creation, improved profitability, and increased experience. Figure 3 displays the entrepreneurial marketing model in the service and processing industries derived from the two-round Delphi method.

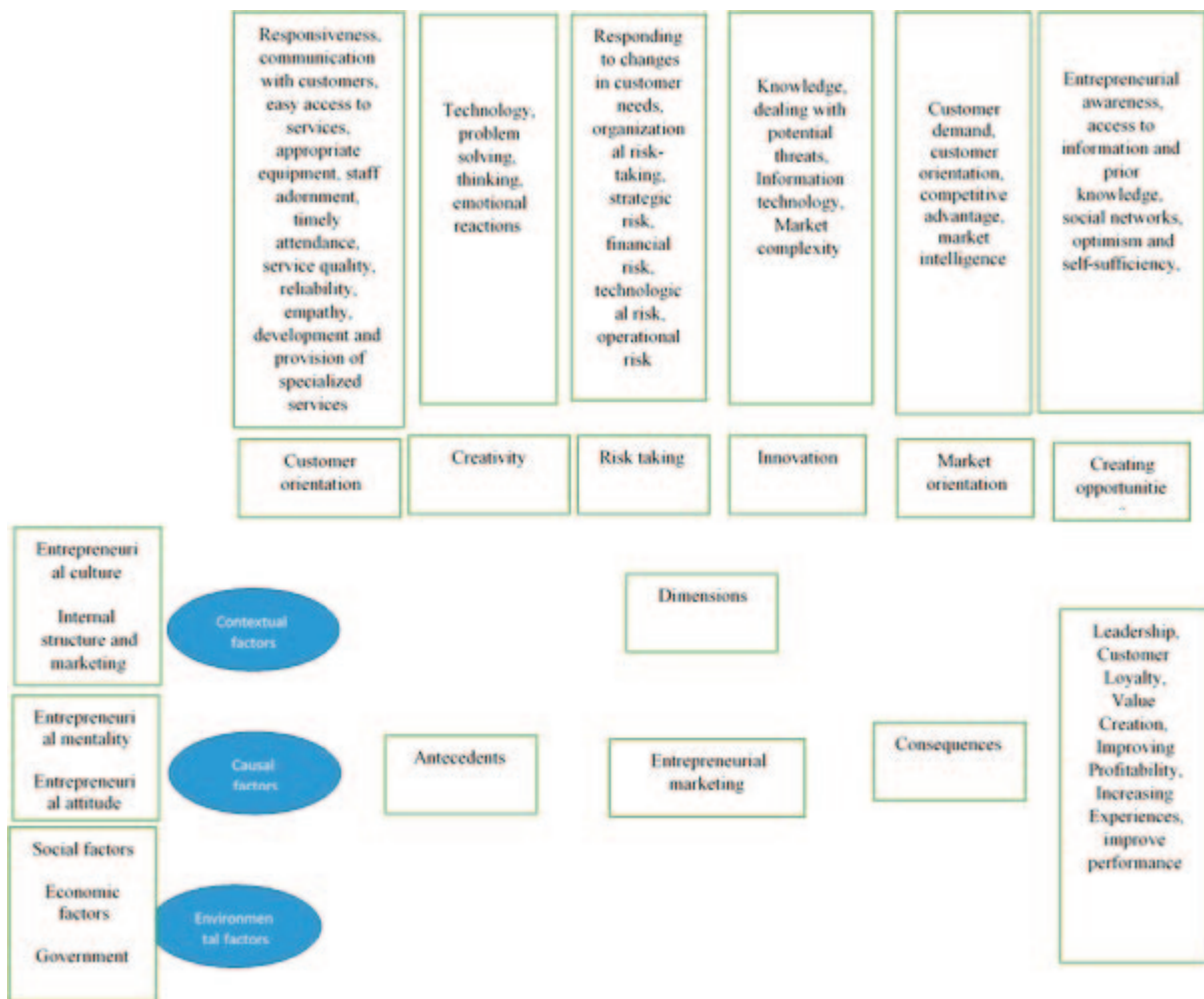


Figure 3. The Entrepreneurial Marketing Model in the Service and Processing Industries

RECOMMENDATIONS

A set of causal, contextual, and environmental factors was identified in this study as factors affecting the creation of entrepreneurial marketing in the service and processing industries. These factors have not been simultaneously considered in previous studies to the best of our knowledge. It is concluded that this model has tried to provide a proper classification of concepts by using the meta-synthesis and Delphi method. The following suggestions can be provided for future studies: The model developed here was specific to service and processing industries. It is suggested to study this model in other organizations and industries. It is suggested to evaluate the concepts and criteria obtained using a questionnaire and structural equation model. It is suggested to examine the entrepreneurial marketing model in cyberspace. The above model has been studied without considering the normal or chaotic conditions, so it is suggested to investigate this model in different situations.

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