

Original Article (Qualitative)

eISSN: 2980-8359

Designing an Entrepreneurial Marketing Model for the Development of the Tourism Industry

Abdolreza Moharrer¹ , Abolfazl Moghaddam² , Homa Doroudi¹ , Nabiollah Mohammadi¹ 

1- Department of Management, Zanjan Branch, Islamic Azad University, Zanjan, Iran.

2- Department of Management, Zanjan Branch, Islamic Azad University, Zanjan, Iran.

Receive:

04 January 2025

Revise:

30 March 2025

Accept:

22 April 2025

Keywords:

Entrepreneurial
Marketing,
Cultural Tourism,
Medical Tourism,
Development

Abstract

The aim of this study is designing an entrepreneurial marketing model for the development of the tourism industry. The research is applicable in terms of purpose, based on the method of theory. The statistical population was senior executives and experts in the field of marketing, entrepreneurship and tourism (with more than 10 years of experience), investigated by a targeted non - snowballs, as many as 12 persons, to reach the theoretical saturation stage and in a semi-structured deep interview. Maxqda 2018 software was used for data coding. The findings showed that the 18 main categories were identified in the six classes of the theory. This research examines the factors affecting the development of the health tourism industry through the design of entrepreneurial marketing model. In this regard, casual agents such as physicians' expertise, staff communication skills, and innovative health care have been identified as key components. In terms of underlying factors, issues such as economic conditions, physical and service infrastructure, and government support have a major impact on the improvement of the health tourism market. Interventional factors include cultural differences, competition with similar purposes, and technology advances in the medical field; that influence the success of marketing strategies. Finally, the consequences of this study include increasing health tourism revenue, improving the quality of health services, and enhancing international interactions, all of which help the industry's growth and sustainability. The results of this study could be used as a roadmap for managers and policymakers in the tourism industry to develop entrepreneurial marketing and improve the competitiveness of the industry.

Please cite this article as (APA): Moharrer, A , Moghaddam, A, Doroudi, H and Mohammadi, N. (2026). Designing an Entrepreneurial Marketing Model for the Development of the Tourism Industry. *Journal of value creating in Business Management*, 6(2), 181-203.



<https://doi.org/10.22034/jvcbm.2025.497542.1477>



Authors retain the copyright and full publishing rights.

Published by Research Center of Resource Management Studies and Knowledge-Based Business. This article is an open access article licensed under the Creative Commons Attribution 4.0 International (CC BY 4.0)

Publisher: Research Center of Resource Management Studies and Knowledge-Based Business

Corresponding Author: Abolfazl Moghaddam

Email: lmoghaddam2002@yahoo.com

Extended Abstract

Introduction

The health tourism industry has been considered one of the most important and popular economic areas in the world in recent years. The industry, which combines two areas of tourism and health services, provides not only for destination countries, but also for tourists to improve health, reduce health costs, and benefit from high quality health services (Giannake, Economou, Metaxas & Geitona, 2023). However, in order to fully utilize the industry's potential, there is a need to use innovative and entrepreneurial marketing strategies, especially in developing countries (Rahimian & Esavi, 2023). Given the rapid and accelerated growth of the industry, many countries, especially Iran, which have rich natural and therapeutic resources, seek to develop and strengthen their health tourism industry. Iran, as one of the most important destinations in the region, has many capabilities in various therapeutic, medical and cosmetic areas that can attract health tourists. However, in many cases, the lack of entrepreneurial and innovative marketing strategies has made the industry potential not fully utilized (Salimi, 2023). Previous models in this field have mainly analyzed and evaluated existing conditions and have often used qualitative methods and theme analysis (Jabari Nezhad Esfahlan & et al, 2022; Rajabi, 2022). For example, AHP and SWOT models have been used to identify and prioritize effective factors in health tourism development (Imeni Gheshlagh & Asshghali Farahani, 2023). Also, network analysis models and structural frameworks have been introduced to evaluate empowerment and infrastructure (Chekin, 2022; Khazaie Aliabad & Has Ani, 2023). Although these studies have been useful, they need to develop innovative models and combine these approaches in a comprehensive and operational framework to help improve health tourism marketing and attract international tourists. In this regard, the design of an entrepreneurial marketing model, which contributes to the development of this industry by emphasizing innovation, creativity, and the use of existing resources in the health tourism industry, can be considered as an effective strategy for enhancing health tourists and enhancing the quality of services in the industry. This pattern should be in a way that can identify and respond to the target market needs. Finally, the present study seeks to answer the question: what is the entrepreneurial marketing model for the development of the tourism industry?

Theoretical framework

The concepts and principles of entrepreneurial marketing

Entrepreneurial marketing refers to the process of using innovative and creative approaches to identify new opportunities, develop unique products and services, and marketing to attract and retain customers. In this type of marketing, entrepreneurs are looking to exploit market opportunities that are usually less attracted to competitors (abbasi-moud, vahdat-nejad & saadri, 2021). This approach is based on the combination of creativity, risk -taking, and innovation that ultimately leads to sustainable competitive advantages for the organization (Carracedo, Puertas & Marti, 2021).

Health Tourism

Health tourism refers to the process of travel to specific destinations for medical and health services that have grown rapidly in recent years as a global industry. The industry is a combination of medical, treatment and health services that not only include complex medical treatments such as surgeries and specialized treatments, but also covers preventive care and alternative therapies such as traditional medicine and physical therapies. Health tourism in many countries, especially developing countries, is a popular destination for people looking for high quality medical services and lower costs (Pour Khosravi, Barahouie, Hanif Khetar Kekha Momen, 2023).

Research Methodology

The present study approach is of qualitative type and its strategy based on the data-based theory. At the heart of this method, a systematic approach was used to achieve a paradigm pattern. The statistical population of this study included all senior managers and experts in the field of marketing, entrepreneurship and tourism (with over 10 years of experience). The method of sampling was non-probable targeted as snowball sampling and the number of samples was 12 people. The research tool was a semi -structured interview that the data collected were analyzed with three stages of open, central and selective coding using Maxqda 2018 software.

Research Findings

12 interviews were analyzed for this study. In the open coding stage, after reviewing the data and integrating similar concepts, 148 initial concepts were reduced to 85 sub-categories. In the second step; central coding, secondary codes were classified based on similar topics and were placed in 18 main categories. At the last stage of open coding, the main categories obtained from pre-similarities, conceptual communication and common characteristics between open codes and concepts were placed in more abstract classes or categories. In the axial coding stage, the components obtained from the open coding stage were linked to the paradigm pattern in the form of 18 main categories. Casual agents such as physicians' expertise, staff communication skills, and innovative health care have been identified as key components. In terms of underlying factors, issues such as economic conditions, physical and service infrastructure, and government support have a major impact on the improvement of the health tourism market. Interventional factors include cultural differences, competition with similar purposes, and technology advances in the medical field, that influence the success of marketing strategies. Finally, the consequences of this study include increasing health tourism revenue, improving the quality of health services, and enhancing international interactions, all of which help the industry's growth and sustainability.

Conclusion

The purpose of this study was to design an entrepreneurial marketing model for the development of the tourism industry. The results of this study are in line with previous studies in the field of health tourism. Rahimian & ESAVI (2023) emphasized the role of reference, financial stimuli, residence, transportation, and restructuring of medical centers, which corresponds to the findings of this study. Zareh (2023) also considered economic components to be effective in sustaining health tourism, as this study refers to the importance of financial policies. Daraie et al., (2023) considered strategic planning, support services, marketing and new technologies in tourism entrepreneurship as key factors, which also emphasizes the findings of this study. Also, Wang et al., (2023) emphasized the sustainable management and perspective of international patients, which also referred to the satisfaction of patients as an important factor. Finally, Lunt et al., (2023) expressed the systematic consequences of health tourism, including the quality of treatment, safety and financial issues, which also emphasize the need for therapeutic standards and support policies.

According to the results of the research, the following suggestion was presented:

It is recommended that organizations work closer to educational and research institutes to update human skills and introduce health innovations. Also, the use of new technologies such as digital platforms and mobile apps can help attract health tourists. Finally, the creation of hybrid service packages, including treatment and cultural and tourism experiences, can increase the attractiveness of health destinations in global markets.