



# Designing a Strategic Model for Entrepreneurship Development with a Value-Enhancement Approach in Small and Medium-Sized Enterprises in the Industrial Parks of Sistan and Baluchestan Province

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## Abstract

The main objective of this research is to design a strategic model for entrepreneurship development with a value-enhancement approach in small and medium-sized enterprises (SMEs) in the industrial parks of Sistan and Baluchestan Province. This study is applied in terms of its objective and qualitative in terms of its method. The statistical population consisted of all university professors and senior managers of small and medium-sized enterprises in the industrial parks of Sistan and Baluchestan Province, from which 17 individuals were purposefully selected. This selection was based on the individuals' experience and expertise in entrepreneurship, and a snowball sampling method was also employed to broaden the scope of opinions and experiences. The data were analyzed using thematic analysis. Subsequently, the Content Validity Ratio (CVR) index was used to assess and validate the relative content coefficient of each theme. The results of the thematic analysis revealed 19 basic themes, 6 organizing themes, and 1 overarching theme, which were presented in the form of a thematic network as a model. The key elements of the model included "industry analysis," "evaluation of internal capabilities," "determination of strategic solutions," "strategy implementation," "strategy evaluation and improvement," and "entrepreneurial knowledge and skill development."

**Keywords:** *Strategic model, entrepreneurship development, value creation, small and medium-sized enterprises, thematic analysis.*

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## 1. Introduction

In the present era, with the increase in population, societies and organizations are rapidly expanding and progressing, leading to a rise in their complexity. Consequently, entrepreneurship, both as a concept of transformation through innovation and as a key factor in economic growth and development, is increasingly needed [1]. Today, entrepreneurship is recognized as the main driver of growth and a key solution to the current economic challenges in many countries. Nations define possessing an entrepreneurial spirit as a competitive advantage over others [2]. By accelerating economic activities and creating new job opportunities, entrepreneurship plays a strategic role in economic development. Additionally, entrepreneurial behaviors and processes have a significant impact on the dynamics of small and medium-sized enterprises (SMEs) [3].

Entrepreneurship is considered a fundamental factor in the acceleration and sustainability of economic growth, with researchers arguing that economic growth decreases with reduced entrepreneurial activities [4]. In today's world, entrepreneurship plays an important role in national economies at both the micro and macro levels, including gross domestic product (GDP). Within this framework, small-scale industries contribute significantly to economic development. Therefore, such contributions among other industries of different scales indicate the importance of entrepreneurial performance with a value-enhancement approach in small-scale industries in global trade and national economies. Iran ranks 75th globally in terms of investment in small-scale industries [5, 6]. The share of entrepreneurship in GDP is around 10% in coastal countries, and up to 50% in European coastal nations like the European Union. However, this figure is only 2% in Iran [7].

Today, entrepreneurship is considered one of the most important and inexhaustible resources in all human societies. Many economists believe that entrepreneurship has positive effects on the economy, including job creation and economic growth. In the third millennium, entrepreneurship is viewed as one of the main drivers of growth and development. Entrepreneurs, through their use of productive forces, risk-taking, and significant endurance, are capable of turning environmental threats and challenges into opportunities, swiftly exploiting them for personal and societal benefit, even in times of high unemployment, inflation, and other economic hardships. Many entrepreneurs enter the market with new products and innovative production methods,

utilizing environmental opportunities or those created through innovation to create value [8].

Today, the development of entrepreneurship has become a new tool in studying the rate of growth of value-enhancement in territorial planning. In fact, entrepreneurship is part of regional culture, social networks, investment, universities, and active economic policies that create an environment supportive of innovative risks [9].

The entrepreneurship approach resembles an umbrella that encompasses various approaches in a geographical area, and for this reason, it does not have a precise and cohesive framework [10]. The literature on entrepreneurship development is divided into three groups: 1) studies on the impact of individual factors on entrepreneurial success; 2) studies on the impact of environmental factors on entrepreneurial success and performance; and 3) studies on the impact of individual and environmental factors on entrepreneurship development [11]. The literature on designing a strategic model for entrepreneurship development with a value-enhancement approach in small-scale industries of the industrial parks in Sistan and Baluchestan Province belongs to the third group, as the entrepreneurship approach also focuses on various components of entrepreneurship development [12].

One topic closely linked to entrepreneurship is small and medium-sized businesses. Today, small and medium-sized enterprises (SMEs) are considered an important factor in the industrial growth of many countries and play a vital role for many developing countries. These economic units, despite requiring less investment, tend to generate higher returns, and play a significant role in job creation, creating a conducive environment for innovation, and increasing exports [2].

In recent studies, entrepreneurship has been explored through various lenses and in different contexts. Tahmasbi-Zadeh et al. (2023) prioritized the components of organizational entrepreneurship in the drilling industry using ANP, identifying five dimensions and 14 key components, with the managerial dimension being the most important [13]. Rezaeinasab et al. (2023) investigated the impact of entrepreneurial experience and orientation on entrepreneurial performance in Ilam, highlighting cognitive biases as mediators. Causal relationships were found between entrepreneurial experience, orientation, and performance [14]. In the banking sector, Ghasemi and Farghani (2022) examined the influence of human and customer capital on organizational entrepreneurship, revealing significant effects through burnout among

employees [15]. Similarly, Rezashaatari et al. (2023) developed a model for ethical entrepreneurship from an Islamic perspective, with business ethics being the top priority [16]. Sadeqati Mokhtari et al. (2023) evaluated the policy-making process for entrepreneurial development in the Kerman branch of the Imam Khomeini Relief Foundation, emphasizing the importance of policy development, implementation, and evaluation [17]. Emami et al. (2023) used fuzzy qualitative comparative analysis to explore the role of entrepreneurship and human resource strategy in the brand performance of small and medium-sized enterprises, finding that multiple factors, such as risk-taking, innovation, and strategy, contribute to brand performance [3]. Zahmatkesh Momtaz et al. (2024) studied the role of institutions in entrepreneurial development in rural areas of Nesa, Karaj, under national policies of production and employment, showing that self-employment in family-run small businesses is the predominant form of entrepreneurship, with insufficient institutional support [18]. Rostami et al. (2024) identified drivers of entrepreneurship development in renewable energy using structural modeling and a future-oriented approach, emphasizing the importance of consumer behavior and environmental values [19]. Zoghi Koudahi et al. (2024) designed a framework for organizational entrepreneurship development based on institutional dimensions, using grounded theory to identify key strategies and outcomes [20]. Liu et al. (2023) developed a model for identifying the determinants of entrepreneurship, analyzing the effects of personal, family, and social factors on entrepreneurial intentions through machine learning algorithms [21]. Shahid et al. (2023) highlighted affordable innovation as a key source for sustainable entrepreneurship, helping address social and environmental challenges, especially in developing countries [22]. Finally, Dagar (2023) revisited the development of skills and entrepreneurship for refugees in India, arguing that entrepreneurship for refugees should move beyond neoliberal self-reliance toward fostering welfare and social integration [23].

The importance and position of small industry development as a critical economic component, and its role in national entrepreneurship and economic development, is self-evident. Economic development and entrepreneurship are closely linked. Globalization and the expansion of small industry markets form the foundation and core of trade and supply chains. Small-scale industries have long been a source of power and wealth worldwide, and their role today is so significant that some countries consider this revenue-

generating method as a way to become a major economic power. Throughout human history, small industries have been the core and foundation of civilization and the center of business [24, 25].

The low share of small industries in global trade, and consequently in Iran, despite the existing advantages and opportunities, suggests that this sector has not been able to secure its deserving market share. To overcome this situation and elevate the position of small industries, a comprehensive view of all factors influencing entrepreneurship development is needed. This will enable the development of a model for entrepreneurship development with a value-enhancement approach in small-scale industries in the industrial parks of Sistan and Baluchestan Province, serving as a strategic solution for overcoming these challenges. Additionally, applying this model would help address the demands of customers and stakeholders accurately [26]. Despite the increasing interest from private investors and entrepreneurs in economic activities within small industries, a specific theoretical framework related to entrepreneurship, expressed through key and structured indicators, has not been established. Consequently, the dimensions and indicators of entrepreneurship remain unidentified. Therefore, considering the lack of a model in this context, entrepreneurial capacities have been overlooked, and there is a need for better and more effective utilization of these capacities.

A review of the literature shows that there is no comprehensive and extensive model of entrepreneurship development tailored to the specific conditions of Iran. Moreover, there has been no research focusing on specific contexts such as small industries. A review of the literature reveals that no research has been conducted on the design of a strategic model for entrepreneurship development with a value-enhancement approach in small-scale industries in the industrial parks of Sistan and Baluchestan Province, indicating a theoretical and operational gap. While the general components of entrepreneurial ecosystems may be the same, the indicators need to be tailored to local contexts. This study seeks to fill the existing theoretical gap and contribute to the development of the theoretical boundaries of knowledge in the evolution of this topic.

The correct and structured formulation of the strategic model for entrepreneurship development with a value-enhancement approach in small-scale industries of the industrial parks in Sistan and Baluchestan Province has several practical benefits, including: a) the development of scientific boundaries and knowledge by identifying the

dimensions, indicators, and priorities of entrepreneurship, as well as adding a new concept, definition, and model related to entrepreneurship development in SMEs; b) helping decision-makers at all levels and researchers in the industrial sector to adopt a systematic and process-oriented approach to decision-making, preventing sectoral and subjective biases; c) identifying and categorizing problems, prioritizing them, and proposing actionable solutions for improving key indicators of entrepreneurship development, which will lead to positive outcomes, such as creating income, sustainable job opportunities, technological development, productivity enhancement, security, and sustainable development [27].

Given the aforementioned factors and the low share of SMEs in entrepreneurship development in the region and globally, despite the positive and relative advantages of small industries, this study aims to examine the design of a strategic model for entrepreneurship development with a value-enhancement approach in small and medium-scale industries of the industrial parks in Sistan and Baluchestan Province. Several aspects have been considered during the research process. First, while entrepreneurship development shares common indicators, it is unique to each environment. In designing an entrepreneurial model, attention must be paid to environmental differences, contextual conditions, advantages, and localized experiences. Second, no research has been conducted on entrepreneurship development with a value-enhancement approach in this context. Previous research has shown that designing a strategic model for entrepreneurship development with a value-enhancement approach in SMEs primarily aids in creating key indicators and components. Therefore, this research seeks to answer the question: What does the strategic model for entrepreneurship development with a value-enhancement approach in small and medium-scale industries of the industrial parks in Sistan and Baluchestan Province look like?

## 2. Methodology

This research is applied in terms of its objectives and adopts a qualitative approach for data collection. The study focuses on examining and designing a strategic model for entrepreneurship development in small and medium-sized enterprises (SMEs) in the industrial parks of Sistan and Baluchestan province. To achieve the research objective, a qualitative research method and thematic analysis were employed. The research population consists of university professors and senior managers of SMEs in the industrial parks of Sistan and Baluchestan province, from which 17

participants were purposefully selected. The selection was based on the individuals' experience and expertise in the field of entrepreneurship, with a snowball sampling method also used to broaden the scope of opinions and experiences. For data collection, semi-structured interviews were conducted, allowing the researcher to pose new questions based on the responses of the interviewees and explore the subject matter more deeply. Each interview lasted between 60 to 90 minutes. Thematic analysis, unlike other qualitative methods, is not dependent on an existing theoretical framework and can be applied within different theoretical frameworks and for various purposes. A theme is a pattern found in the data, which at a minimum describes and organizes observations and, at maximum, interprets aspects of a phenomenon. Therefore, based on a specified procedure and in three levels, the primary themes (codes and key points found in the interview texts), organizing themes (derived from the combination and summarization of primary themes), and overarching themes (the higher-level themes encompassing the governing principles of the text as a whole) were systematized, creating a map of all the themes in which the themes are placed in a network based on their general and specific relationships with one another. Thus, after continuous reading and revisiting the interview texts, the primary themes (key concepts) were identified. These primary themes were then compared continuously based on their similarities and differences and were integrated into a higher level to form the organizing themes. The organizing themes were further categorized based on their similarities and differences, forming the overarching theme category. Finally, to ensure the validity of the findings, the peer review strategy was applied. At this stage, the findings were shared with impartial researchers outside the research team, who had experience conducting qualitative research. The validity of the data was increased through the feedback provided. Additionally, the Content Validity Ratio (CVR) was used to determine the relative content coefficient for each of the themes. A questionnaire was given to the experts, who were asked to evaluate each theme according to a three-point scale: "Essential," "Useful but not essential," and "Not necessary." Since the number of experts was 17, if the CVR value for any of the themes was greater than 0.42, the content validity of that theme would be confirmed.

## 3. Findings and Results

The data of the present study were analyzed using thematic analysis. Thematic analysis was conducted after the

completion of the interviews. Thematic analysis is an appropriate and flexible method for analyzing qualitative data. It is an iterative process in which there is movement back and forth between the steps of the analysis. In this method, patterns within the data (themes) are identified, analyzed, and reported. Each theme clarifies an important aspect of the data and the research issue. Determining what constitutes a theme requires the researcher's judgment. For data analysis, the interview texts were reviewed multiple times, and essential and key statements were identified based on the researcher's judgment, while irrelevant statements

were excluded. Each essential and key statement was assigned a four-digit code, with the first two digits representing the interview number and the next two digits representing the statement number. In the next stage, similar key statements were grouped together, and repeated statements were removed, thus forming themes. This process led to the identification of different dimensions and ensured their comprehensiveness. The scientific title of each theme was determined based on the content of that theme. The classification of themes from sub-themes to main themes was carried out based on the common nature among them:

**Table 1.** Identified Themes

Row	Codes	Primary Themes	Organizing Themes
1	I0201-I0401-I0413-I0701-I1201-I1401-I1701	Analysis of entrepreneurial opportunities in each industry	Industry analysis
2	I0109-I0308-I0402-I0414-I0702-I0708-I0807-I0904-I0909-I1108-I1209-I1305-I1506	Market research	
3	I0307-I0414-I0702-I0807-I1209-I1305	Study of successful entrepreneurs in each industry and industrial transformations	
4	I0104-I0204-I0302-I0411-I0505-I0602-I0706-I0802-I1204-I1303-I1404-I1502	Experience and technical knowledge	Evaluation of internal capabilities
5	I1006-I1103-I1602	Financial resources	
6	I0309-I0709-I0803-I0906-I1006-I1109-I1210	Public relations network	
7	I0101-I0410-I0601-I0707-I0804-I1005-I1402-I1601	Human resource capabilities	
8	I0102-I0202-I0310-I0801-I0810-I0902	Providing high-quality services	Determining strategic solutions
9	I0203-I0301-I0707-I0804-I1004-I1102-I1302-I1501-I1702	Production of high value-added products	
10	I0103-I0209-I0310-I0407-I0503-I0902-I1202	Teaching entrepreneurial strategies	
11	I0105-I0207-I0306-I0408-I0501-I0905-I1301	Attracting investors	Implementing strategies
12	I0106-I0206-I0304-I0413-I0506-I0603-I0705-I0907-I1106-I1206-I1306-I1406-I1503-I1604-I1607	Improving production and sales processes	
13	I0207-I0306-I0502-I1301	Expanding the strategic relationship network	
14	I0107-I0208-I0305-I0413-I0508-I0604-I0704-I1105-I1207-I1307-I1407-I1505-I1605	Identifying new strategies and challenges	Evaluating and improving strategies
15	I0406-I0501-I1001-I1606-I1703	Ability to respond to new challenges	
16	I0406-I0501-I1001-I1606-I1703	Development of new strategies	
17	I0404-I0606-I1003	Development of entrepreneurial human resource training	Development of entrepreneurial knowledge and skills
18	I0406-I0901-I1001-I1606	Sharing entrepreneurial knowledge	
19	I0205-I0507-I0908-I1002-I1104-I1205-I1304-I1405-I1504-I1603	Creation of entrepreneurial knowledge networks	

At this stage, the relative content validity ratio (CVR) of each theme was determined. Since the number of experts was 17, if the CVR value of any theme exceeds 0.42, the

content validity of that theme is confirmed. The results of applying the content validity ratio (CVR) are presented in the following:

**Table 2.** CVR Value for Each Theme

Row	Basic Themes	CVR	Result	Organizing Themes	CVR	Result
1	Entrepreneurial opportunities analysis in each industry	1	Confirmed	Industry analysis	1	Confirmed
2	Market research	1	Confirmed			
3	Examination of successful entrepreneurs in each industry and industrial transformations	1	Confirmed			
4	Experience and technical knowledge	1	Confirmed	Evaluation of internal capabilities	1	Confirmed
5	Financial resources	1	Confirmed			
6	Public relations network	1	Confirmed			
7	Human resources capabilities	1	Confirmed			

8	Providing quality services	1	Confirmed	Strategic solution formulation	1	Confirmed
9	Production of high-value-added products	1	Confirmed			
10	Entrepreneurship strategy training	1	Confirmed			
11	Attracting investors	1	Confirmed	Strategy implementation	1	Confirmed
12	Improvement of production and sales processes	1	Confirmed			
13	Development of strategic relationships network	1	Confirmed			
14	Identification of new strategies and challenges	1	Confirmed	Evaluation and improvement of strategies	1	Confirmed
15	Ability to respond to new challenges	1	Confirmed			
16	Development of new strategies	1	Confirmed			
17	Development of entrepreneurship training for human resources	1	Confirmed	Development of entrepreneurship knowledge and skills	1	Confirmed
18	Sharing entrepreneurship knowledge	1	Confirmed			
19	Creation of entrepreneurial knowledge networks	1	Confirmed			

The results showed that all 19 components (basic themes) and all 6 dimensions (organizing themes) are accepted, and the experts are in full agreement regarding their design for the model.

After coding the data, aggregating the qualitative data, and organizing them, the next step is to draw the theme network. Ultimately, the entrepreneurial development network with a value-adding approach, which was extracted from the research findings, includes the strategic components of entrepreneurial development with a value-

adding approach in small and medium-sized industries in industrial zones of Sistan and Baluchestan province.

As shown, the theme network derived from the research findings consists of 19 basic themes, 6 organizing themes, and 1 overarching theme. To assess the validity and reliability of the model, care was taken in selecting interviewees with adequate experience. Data saturation was ensured, and the results were reviewed by several experts. The data coding revealed that the data were sufficiently repetitive.





**Figure 1.** Network of Entrepreneurial Development Themes with a Value-Adding Approach

#### 4. Discussion and Conclusion

This research aimed to design a strategic model for entrepreneurship development with a value-enhancement approach in small and medium-sized enterprises (SMEs) in the industrial parks of Sistan and Baluchestan Province. In this study, six organizing themes were identified, which included industry analysis, evaluation of internal capabilities, determination of strategic solutions, strategy implementation, strategy evaluation and improvement, and development of entrepreneurial knowledge and skills. These results are in line with many prior studies [3, 6, 9, 13, 14, 16-23, 28-31]. Each of these themes is explained in detail below.

The organizing theme "Industry Analysis" was derived from the combination of three basic themes: "Entrepreneurial Opportunities Analysis in Each Industry," "Market Research," and "Study of Successful Entrepreneurs in Each Industry and Industrial Transformations." Industry development can create job and entrepreneurial opportunities across various sectors. By creating

entrepreneurial opportunities, startups and entrepreneurs can engage in different fields and contribute to value enhancement in the industry. The following discusses these identified themes.

According to the experts, the analysis of entrepreneurial opportunities plays an important role in developing entrepreneurship with a value-enhancement approach. By analyzing entrepreneurial opportunities, startups and entrepreneurs can identify new opportunities in the industry, market, and technology, and engage in various activities. Analyzing entrepreneurial opportunities in industry can contribute to value enhancement for the industry and help startups and entrepreneurs operate across multiple sectors. It can also assist in identifying new opportunities in industry, market, and technology. By identifying new opportunities, startups and entrepreneurs can engage in various activities and contribute to value enhancement for the industry. Moreover, analyzing entrepreneurial opportunities can help develop innovative strategies in the industry. Through these strategies, startups and entrepreneurs can contribute to value enhancement for the industry. Additionally, industry analysis can help evaluate competitors and the market. By

analyzing competitors and the market, startups and entrepreneurs can contribute to value enhancement and engage in various activities. Therefore, the analysis of entrepreneurial opportunities in industry can significantly improve entrepreneurship development with a value-enhancement approach in SMEs within the industrial parks of Sistan and Baluchestan Province.

From the experts' perspective, market research plays a crucial role in developing entrepreneurship with a value-enhancement approach. Through market research, startups and entrepreneurs can identify market needs and new opportunities within the industry and engage in various activities. Market research can contribute to value enhancement for the industry and provide insights into market needs. Identifying market needs enables startups and entrepreneurs to engage in various activities and contribute to value enhancement. Market research can also help identify new opportunities within the industry, allowing startups and entrepreneurs to maximize value creation. Furthermore, market research can assist in analyzing competitors, the market, and consumer behavior, all of which contribute to value enhancement for the industry. Therefore, market research in industry development can significantly improve entrepreneurship with a value-enhancement approach in small and medium-sized enterprises in the industrial parks of Sistan and Baluchestan Province.

According to the experts, the study of successful entrepreneurs in each industry and industrial transformations plays a significant role in developing entrepreneurship with a value-enhancement approach. This analysis can help identify opportunities and challenges in the industry and contribute to the design of entrepreneurial strategies for business development and value creation. By studying successful entrepreneurs in each industry, key success factors can be identified and leveraged. Furthermore, analyzing industrial transformations can uncover new opportunities and contribute to value enhancement for the industry. Successful entrepreneurs utilize their experiences to create value in their respective industries, making the study of successful entrepreneurs and industrial transformations essential for promoting value-enhancing entrepreneurship. Thus, studying successful entrepreneurs and industrial transformations in industry development can aid in identifying opportunities, challenges, and key success factors, ultimately fostering entrepreneurship with a value-enhancement approach.

The organizing theme "Evaluation of Internal Capabilities" was derived from the combination of four basic themes: "Experience and Technical Knowledge," "Financial Resources," "Public Relations Network," and "Human Resources Capabilities." The discussion of these themes is as follows.

According to the experts, experience and technical knowledge play a significant role in evaluating internal capabilities for entrepreneurship development with a value-enhancement approach. Internal capabilities encompass resources and skills within an organization that can contribute to entrepreneurship development. By leveraging experience and technical knowledge, organizations can identify and improve their internal capabilities. For instance, experience and technical knowledge can help identify organizational strengths and weaknesses, leading to the enhancement of internal capabilities by addressing weaknesses and improving strengths. Furthermore, experience and technical knowledge can aid in identifying new opportunities in the market and industry. By applying internal capabilities, organizations can best capitalize on these opportunities. Therefore, experience and technical knowledge in evaluating internal capabilities can help in enhancing entrepreneurship with a value-enhancement approach.

According to the experts, financial resources play a critical role in evaluating internal capabilities and developing entrepreneurship with a value-enhancement approach. Financial resources, as one of the internal capabilities of an organization, can support entrepreneurship development. By optimizing the use of financial resources, an organization can improve its internal capabilities and pursue new opportunities in the market and industry. Additionally, financial resources can foster technological development and innovation, further improving internal capabilities and enhancing market opportunities. Therefore, financial resources play a pivotal role in developing entrepreneurship with a value-enhancement approach.

According to the experts, the public relations network, as an internal capability of an organization, plays a crucial role in developing entrepreneurship with a value-enhancement approach. A public relations network establishes effective communication with various stakeholders, influencing the relationships between the organization and its customers, competitors, contractors, employees, and society. In entrepreneurial development, a public relations network can help access new market and industry opportunities. By utilizing the public relations network, an organization can



enhance its brand recognition in the market and industry, attract new customers, and increase sales. Additionally, a strong public relations network can improve relationships with customers and the community, providing a deeper understanding of their needs and enhancing internal capabilities. Therefore, the public relations network plays a crucial role in evaluating internal capabilities and supporting entrepreneurship development.

According to the experts, human resources capabilities, as an internal organizational strength, are crucial for entrepreneurship development with a value-enhancement approach. Human resources, being the core asset of the organization, can enhance performance and increase internal capabilities. In entrepreneurial development, human resources can contribute to improving internal processes. By training and developing human resources, an organization can improve its internal processes, increasing efficiency and productivity. Moreover, by attracting skilled and experienced personnel, an organization can improve its performance in the market and industry. Human resources capabilities can also contribute to the development of entrepreneurship through value enhancement, fostering the development of new technologies and innovations, and enhancing competitiveness. Therefore, human resources capabilities are integral to entrepreneurship development with a value-enhancement approach.

The organizing theme "Determining Strategic Solutions" was derived from the combination of three basic themes: "Providing Quality Services," "Producing High-Value-Added Products," and "Entrepreneurship Strategy Training." The discussion of these themes is as follows.

According to the experts, providing quality services plays a key role in determining strategic solutions for entrepreneurship development with a value-enhancement approach. Providing quality services means meeting customer needs and expectations while offering significant added value. By offering quality services, entrepreneurial companies can gain a competitive advantage over their rivals. Quality service provision can help attract and retain customers, increase sales, and improve profitability. Furthermore, quality services can improve production and sales processes and reduce costs. Quality services also build customer trust, which can lead to increased public relations and new customer acquisition. Therefore, in determining strategic solutions for entrepreneurship development, providing quality services is essential for customer retention, increasing sales and profits, and enhancing production and sales processes.

According to the experts, producing high-value-added products plays a crucial role in determining strategic solutions for entrepreneurship development with a value-enhancement approach. Producing high-value-added products means offering products that provide greater value to customers and are competitive in the market. By producing such products, entrepreneurial companies can achieve a competitive advantage. High-value-added products can also help attract and retain customers, increase sales, and improve profitability. Furthermore, high-value-added production can reduce costs and improve sales processes. With high-value-added products, companies can enhance public relations and attract new customers, which contributes to business growth. Therefore, producing high-value-added products is crucial for determining strategic solutions and enhancing entrepreneurship through value creation.

According to the experts, entrepreneurship strategy training plays a significant role in determining strategic solutions. Entrepreneurship strategies help companies define solutions to achieve their goals based on available resources and capabilities. By providing entrepreneurship strategy training, companies can develop strategies to increase value-added and attract new customers. These strategies also encompass improving production processes and reducing costs. Furthermore, entrepreneurship strategy training enables companies to develop strategies to compete with rivals and enhance their market position. Therefore, entrepreneurship strategy training helps companies achieve their objectives and increase sales and profits.

The organizing theme "Strategy Implementation" was derived from the combination of three basic themes: "Attracting Investors," "Improving Production and Sales Processes," and "Developing Strategic Relationship Networks." The discussion of these themes follows.

According to the experts, attracting investors plays a significant role in strategy implementation for entrepreneurship development with a value-enhancement approach. Investors help companies realize their strategies, improve production processes, increase sales, enhance profitability, and create value. By attracting investors, companies can expand their production capabilities and secure the necessary financial resources for growth and development. Additionally, attracting investors can lead to improved production processes and cost reductions. Attracting investors helps companies compete with rivals, improving their market position and increasing market share. Therefore, attracting investors is vital for strategy

implementation in entrepreneurship, contributing to value creation, customer acquisition, and increased sales.

According to the experts, improving production and sales processes plays a crucial role in strategy implementation for entrepreneurship development with a value-enhancement approach. By improving production processes, companies can enhance product quality, add more value to their products, and reduce production costs, increasing efficiency. Furthermore, improving sales processes can help companies acquire new customers and increase sales. By strengthening customer relations and understanding their needs, companies can provide better products and services, adding greater value. Therefore, improving production and sales processes is vital for strategy implementation, value enhancement, and increasing sales and profits.

According to the experts, developing strategic relationship networks plays a significant role in strategy implementation for entrepreneurship development with a value-enhancement approach. By developing such networks, companies can gain access to resources and values that are otherwise inaccessible. These networks increase access to markets and new customers, allowing companies to share resources and experiences with others. This collaboration can improve production processes, enhance product quality, reduce costs, and increase efficiency. Therefore, developing strategic relationship networks is essential for gaining access to new resources, expanding market reach, and improving internal processes, leading to value enhancement and increased profitability.

The organizing theme "Strategy Evaluation and Improvement" was derived from the combination of three basic themes: "Identifying New Strategies and Challenges," "Ability to Respond to New Challenges," and "Developing New Strategies." The discussion of these themes follows.

According to the experts, identifying new strategies and challenges plays a vital role in evaluating and improving strategies. By identifying new strategies and challenges, companies can adjust their processes to fit new market conditions. Identifying challenges enables companies to develop new solutions and strategies for overcoming them. Therefore, identifying new strategies and challenges significantly contributes to improving performance, achieving greater value-added, and developing entrepreneurship with a value-enhancement approach.

According to the experts, the ability to respond to new challenges plays a significant role in evaluating and improving strategies. By responding to challenges, companies can refine their strategies and achieve greater

value-added. New challenges often arise from competitors, market changes, or technological developments. Companies must remain flexible and adaptable to address these challenges swiftly. Therefore, responding to new challenges is critical for improving performance, enhancing competitiveness, and achieving value-added growth.

Finally, developing new strategies plays an essential role in strategy evaluation and improvement. By developing new strategies, companies can seek new opportunities for business growth and value creation. Developing new strategies helps companies adapt to market changes and improve their competitive position, ultimately increasing profitability. Therefore, developing new strategies is crucial for evaluating and improving strategies, enhancing business development, and achieving higher value-added.

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Authors equally contributed to this article.

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### Ethical Considerations

All procedures performed in this study were under the ethical standards.

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