



# Identifying Entrepreneurial Marketing Indicators in the Import and Export of Grains and Animal Feed Using a Grounded Theory Approach

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## Abstract

This study was conducted with the aim of identifying entrepreneurial marketing indicators in the import and export of grains and animal feed using a grounded theory approach. The present research is grounded in an empiricist philosophy and was carried out using a deductive–inductive approach. In terms of purpose, it is a basic research study conducted through a qualitative methodology. Data collection instruments included interviews and questionnaires. To analyze the expert interviews, the grounded theory method was employed. In addition, the identified indicators were validated using the fuzzy Delphi method. Finally, the final research model was developed. Data analysis was conducted using MaxQDA software. The statistical population of this study consisted of academics and managers with extensive executive experience in the fields of entrepreneurship and export, as well as managers of companies operating in the import and export of grains and animal feed. Sampling was conducted using a non-probability, purposive method. The identified indicators were categorized into 17 main dimensions, including farmers' participation in entrepreneurial marketing, organizational knowledge and innovation, organizational structure, global competitiveness, logistics management, entrepreneurial personality traits, product characteristics, communication improvement, strategy formulation, logistics costs, existing barriers, marketing strategy, government presence as a facilitator, utilized infrastructure, development of an entrepreneurial marketing network, and facilitation of international communications. The results indicate that the formation and development of entrepreneurial marketing require governmental actions and support alongside systematic and coordinated planning. Moreover, the establishment of an effective and dynamic entrepreneurial environment, in turn, provides the foundation for empowering farmers, exporters, importers of grains and animal feed, and stakeholders in the agricultural sector.

**Keywords:** *Entrepreneurial marketing; Import and export; Grains and animal feed; Grounded theory*

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## 1. Introduction

Entrepreneurial marketing has emerged as a pivotal paradigm in contemporary management research, reflecting the growing convergence between entrepreneurship and marketing in dynamic, uncertain, and highly competitive environments. Traditional marketing frameworks, which emphasize stability, predictability, and incremental growth, are increasingly insufficient for explaining how firms—particularly small and medium-sized enterprises (SMEs) and

startups—create value, identify opportunities, and sustain competitive advantage under conditions of rapid technological change, globalization, and market turbulence. In response, entrepreneurial marketing has been conceptualized as a proactive, opportunity-driven, and innovation-oriented approach that integrates entrepreneurial orientation with adaptive marketing practices to enhance organizational performance and long-term viability [1, 2].

The literature consistently highlights that entrepreneurial marketing differs fundamentally from conventional



marketing by prioritizing opportunity recognition, calculated risk-taking, customer intimacy, and creative resource leveraging over formalized planning and rigid market analysis. From this perspective, marketing activities are not merely functional processes but strategic and behavioral mechanisms through which entrepreneurs enact their vision, mobilize networks, and co-create value with stakeholders [3, 4]. This shift has prompted scholars to revisit the theoretical foundations of marketing–entrepreneurship interface and to develop integrative frameworks capable of explaining firm behavior in volatile and resource-constrained contexts.

A significant body of empirical research has demonstrated that entrepreneurial marketing positively influences firm performance across diverse sectors, including manufacturing, services, real estate, tourism, and food-related industries. Studies conducted in both developed and developing economies confirm that firms adopting entrepreneurial marketing practices exhibit higher levels of customer loyalty, brand equity, export performance, and financial outcomes compared to their more traditionally oriented counterparts [5–8]. These findings underscore the strategic relevance of entrepreneurial marketing as a driver of competitiveness and resilience, particularly in markets characterized by uncertainty and institutional constraints.

In recent years, the scope of entrepreneurial marketing research has expanded to incorporate sustainability, digitalization, and technological innovation. Sustainable entrepreneurial behavior emphasizes the alignment of opportunity exploitation with social and environmental responsibility, suggesting that entrepreneurial marketing can serve as a conduit for balancing economic objectives with broader societal goals [9, 10]. Concurrently, the diffusion of digital technologies has transformed how entrepreneurial firms engage with customers, manage relationships, and access global markets. Digital marketing capabilities, social media platforms, and data-driven tools have enabled entrepreneurs to overcome traditional barriers related to scale, geography, and information asymmetry [11–13].

Within this evolving landscape, entrepreneurial mindset and orientation have been identified as critical antecedents of effective entrepreneurial marketing. An entrepreneurial mindset—characterized by alertness to opportunity, tolerance for ambiguity, and learning orientation—shapes how managers interpret market signals and respond to environmental changes [14, 15]. Empirical evidence suggests that when such a mindset is combined with strategic marketing agility and organizational resilience, firms are

better positioned to navigate crises and sustain performance under adverse conditions [16]. This insight is particularly salient for enterprises operating in sectors exposed to high volatility, regulatory complexity, and global competition.

The role of networks and social capital has also gained prominence in entrepreneurial marketing research. Network-based entrepreneurial marketing emphasizes collaboration, trust-based relationships, and strategic alliances as mechanisms for accessing resources, sharing knowledge, and entering new markets. Such approaches are especially relevant in contexts where formal market institutions are weak or fragmented [17, 18]. By leveraging inter-organizational networks, entrepreneurial firms can reduce uncertainty, enhance legitimacy, and accelerate innovation processes.

Despite these advances, the entrepreneurial marketing literature continues to exhibit notable gaps. First, much of the existing research focuses on general entrepreneurial contexts or specific industries such as technology startups, tourism, or fast-food services, with limited attention to agri-based and commodity-driven sectors. Second, prior studies often adopt quantitative, hypothesis-testing approaches that presuppose predefined dimensions of entrepreneurial marketing, potentially overlooking context-specific indicators and mechanisms. As several scholars argue, the complexity and heterogeneity of entrepreneurial marketing phenomena necessitate inductive, exploratory methodologies capable of capturing nuanced processes and emergent patterns [1, 19].

The import and export of grains and animal feed represents a strategically important yet underexplored domain for entrepreneurial marketing research. This sector operates at the intersection of agriculture, global trade, logistics, and food security, and is highly sensitive to fluctuations in international prices, exchange rates, regulatory regimes, and geopolitical conditions. Firms engaged in this field must simultaneously manage relationships with farmers, suppliers, logistics providers, regulators, and international buyers, while responding to evolving quality standards and sustainability expectations. Such complexity renders traditional marketing approaches inadequate and highlights the need for entrepreneurial marketing capabilities tailored to the specific characteristics of the sector.

Recent studies have begun to emphasize the relevance of entrepreneurial marketing in export-oriented and supply-driven industries, demonstrating its impact on branding, market penetration, and international performance.

Entrepreneurship-based branding has been shown to enhance startup performance by differentiating offerings and strengthening market positioning [20], while marketing intelligence and business intelligence capabilities facilitate opportunity recognition and technological entrepreneurship [21]. Nevertheless, systematic identification of entrepreneurial marketing indicators within the grain and animal feed import–export context remains limited, particularly from the perspective of developing and emerging economies.

Moreover, contemporary challenges such as digital transformation, sustainability imperatives, and the integration of advanced technologies—including artificial intelligence—are reshaping entrepreneurial marketing practices across sectors. Reviews of entrepreneurship and marketing in specialized domains, such as medical tourism, illustrate how emerging technologies redefine value creation and customer engagement at both regional and global levels [22]. These developments suggest that entrepreneurial marketing indicators are neither static nor universal, but context-dependent and dynamically constructed through interaction between actors, institutions, and markets.

Given these considerations, there is a clear need for exploratory, theory-building research that identifies and conceptualizes entrepreneurial marketing indicators grounded in the lived experiences of practitioners and experts within the grain and animal feed import–export sector. Grounded theory, as a qualitative methodology, offers a robust framework for uncovering latent structures, relationships, and processes without imposing a priori assumptions. By systematically deriving categories and dimensions from empirical data, this approach contributes to both theoretical enrichment and practical relevance in entrepreneurial marketing scholarship [3, 19].

In summary, while entrepreneurial marketing has been widely recognized as a critical driver of performance, innovation, and competitiveness, its application and operationalization in the context of grain and animal feed import and export remain insufficiently theorized. Addressing this gap is essential for advancing academic understanding and for informing policymakers, managers, and entrepreneurs seeking to enhance marketing effectiveness and resilience in this vital sector. Accordingly, the aim of this study is to identify and develop the key indicators of entrepreneurial marketing in the import and export of grains and animal feed using a grounded theory approach.

## 2. Methodology

The present study is an exploratory investigation conducted with the aim of identifying entrepreneurial marketing indicators in the import and export of grains and animal feed using a grounded theory approach. From a philosophical perspective, this study falls within the category of empiricist research and was carried out using a deductive–inductive approach. In terms of data type, the study adopted a qualitative approach, and with respect to the time horizon of data collection, it is classified as a cross-sectional survey study. The primary data collection instrument was semi-structured interviews. The geographical scope of this study was limited to grain importers and exporters operating in the city of Tehran.

In studies conducted using qualitative methods and interviews, the recommended sample size typically ranges from 5 to 25 participants. In general, the interview process in qualitative analysis continues until theoretical saturation is achieved (Ranjbar et al., 2012; Jalali, 2012; Alvani et al., 2016). Moreover, for expert sampling, non-probability and purposive sampling methods are recommended (Naderifar et al., 2017). The statistical population of this study consisted of theoretical experts (university faculty members) and experiential experts (successful exporters of grains and animal feed). University faculty members included individuals holding academic degrees in export and entrepreneurship who had scholarly publications in the form of books or journal articles in this field. Experiential experts included managers with more than 15 years of experience in entrepreneurship and holding postgraduate degrees in entrepreneurship. In the qualitative phase of the study, purposive sampling was employed. Sampling continued until theoretical saturation was reached, resulting in the participation of 10 qualified individuals in this study.

Data were collected using semi-structured interviews and a questionnaire instrument. Given that semi-structured interviews are more suitable for qualitative studies conducted with exploratory and model-development objectives (Danaei-Fard et al., 2014), the first phase of this research employed semi-structured interviews with experts.

Two quantitative criteria were used to assess credibility, transferability, confirmability, and dependability: Holsti's coefficient and Cohen's kappa index (Wang, 2011; Abedi et al., 2011; Rangriz et al., 2017). The degree of agreement among experts' viewpoints, calculated using Holsti's coefficient (PAO) or the "percentage of observed agreement," was found to be 0.71, which is considered

substantial (Holsti, 1969). Due to criticisms associated with the Holsti method, Cohen's kappa index was also calculated, yielding a value of 0.61 (Cohen, 1968).

Data analysis was qualitative in nature and was conducted using the grounded theory method to identify entrepreneurial marketing categories. MaxQDA software was used to perform the grounded theory analysis.

### 3. Findings and Results

The stages of conducting research using the grounded theory method include: (1) research design; (2) data collection; (3) data coding; (4) memo writing, recording ideas, and interpreting the data; and (5) theory writing and development. These stages are described below (Danaei-Fard, Alvani, & Azar, 2011).

**1. Coding:** Coding involves assigning the closest concept to the smallest meaningful unit of each segment of the collected data. In general, each concept has dimensions, and each dimension has a range. The art of the grounded theorist lies in discovering new concepts and defining them, rather than merely linking data to pre-existing concepts.

**2. Open Coding:** In this type of coding, the researcher repeatedly reviews the collected data and examines it from multiple perspectives. At this stage, the researcher attempts to identify the underlying concepts embedded within the data. This stage is referred to as "open" because the researcher names concepts with an open mind and imposes no limitation on their number. The objective of open coding is to break down the collected data into the smallest conceptual units.

**3. Axial and Selective Coding:** In axial coding, the process of assigning codes to concepts moves away from a fully open state and becomes more focused. After

completing open coding, the researcher can identify the main axes within the dataset and conduct the next stage of coding around these axes. In selective coding, the researcher strengthens the coding process based on the codes and concepts identified in the previous two stages. Coding is successful only when it is accompanied by continuous interaction with the data.

**4. Memo Writing:** Recording ideas and interpretations of the data is carried out continuously by the researcher simultaneously with data collection. The prepared memos should include clear titles and dates to prevent confusion when dealing with a large volume of notes. Memos play a critical role in the progress of the research, and experience has shown that consistency in memo writing significantly contributes to research success.

**5. Theory Writing and Development:** At this stage, the research picture becomes clearer than ever for the researcher. The final task of the grounded theorist is to depict for others what they observe from this picture. The developed theory can be used to formulate hypotheses for subsequent studies to test. Grounded theory is not a method for testing hypotheses, but rather a method for generating them.

To identify entrepreneurial marketing indicators in the import and export of grains and animal feed, specialized semi-structured interviews were conducted with experts in the fields of export and entrepreneurship. Prior to initiating the interviews, seven open-ended questions were designed, with the expectation that additional questions might emerge during the interview process. To gain familiarity with the depth and breadth of the data content, the researcher repeatedly reviewed the data and engaged in active reading (searching for meanings and patterns).

**Table 1.** Interview Questions

No.	Interview Questions
1	In your opinion, what are the causal factors affecting entrepreneurial marketing in the import and export of grains and animal feed?
2	Please explain the contextual conditions affecting entrepreneurial marketing in the import and export of grains and animal feed.
3	Please describe the environmental conditions influencing entrepreneurial marketing in the import and export of grains and animal feed.
4	Explain how intervening factors influence entrepreneurial marketing in the import and export of grains and animal feed.
5	In your opinion, what is the core category affecting entrepreneurial marketing in the import and export of grains and animal feed?
6	How do you evaluate the outcomes affecting entrepreneurial marketing in the import and export of grains and animal feed?

At the open coding stage, 392 codes were identified, which—after applying analytical considerations—were distilled into 6 paradigms, 17 main categories, and 61 indicators.

Based on the perspectives of the research participants, five components were identified as causal conditions for entrepreneurial marketing in animal feed and grains within the import and export sector, as presented in Table 2.

**Table 2.** Causal Conditions Governing Entrepreneurial Marketing in Animal Feed and Grains in the Import and Export Sector

Causal Factors	Identified Subcategories
Farmers' participation in entrepreneurship	Advisory and upgrading services
Skills development	
Participation of interested farmers in entrepreneurial events	
Organizational knowledge and innovation	Facilitation of knowledge flow
Support for ideas and innovations	
Development of foundational knowledge	
Organizational structure	Quality and standards
Supply chain management	
Economic productivity	
Executive laws and regulations	Financial and foreign exchange issues
Transportation conditions	
Global competitiveness	
Competition in the global market	Logistics-based marketing
Logistics management	
Customer-satisfaction-based logistics	
Key logistics factors	
Logistics management in import and export	

Based on the results of the interview analysis, two categories were identified as contextual conditions for entrepreneurial marketing in animal feed and grains within the import and export sector, as shown in Table 3.

**Table 3.** Contextual Conditions for Entrepreneurial Marketing in Animal Feed and Grains in the Import and Export Sector

Contextual Conditions	Identified Subcategories
Formulation of macro-level strategy	Improvement of the business environment
Effective policymaking	
Legal facilitation	
Market analysis	
Infrastructure strengthening and institutional improvement	Internal communications
Improvement of communications	
Customer communications	
Participation in exhibitions and strategic initiatives	

Analysis of the participants' interviews indicated that entrepreneurial marketing in animal feed and grains within the import and export sector requires specific mechanisms that can be categorized into three groups, as presented in Table 4.

**Table 4.** Required Strategies for Achieving Entrepreneurial Marketing in Animal Feed and Grains in the Import and Export Sector

Effective Strategies	Identified Subcategories
Assessment of infrastructure	Physical infrastructure
Investment in infrastructure	
Technological infrastructure	
Human infrastructure	Government support
Integration of infrastructure and entrepreneurial marketing	
Government presence as a facilitator	
Intensity of innovation	Integration of support and marketing strategies
Reduction of packaging costs by the government	
Marketing strategies	
Marketing strategy	
Customer relationship management	
Branding and advertising	

Analysis of the participants' interviews indicated that the defining dimensions of entrepreneurial marketing in grains

and animal feed can be categorized into the following two categories, as presented in Table 5.

**Table 5.** Defining Dimensions of Entrepreneurial Marketing in Grains and Animal Feed

Effective Core Phenomenon	Identified Subcategories
Entrepreneurial personality traits	Strengthening self-confidence
Attitude reform and enhancement of flexibility	
Strengthening risk-taking propensity	
Risk management	Product innovation
Product and distribution characteristics	
Distribution strategy	
Networking and partnerships	

Analysis of the participants' interviews showed that the intervening conditions facilitating marketing strategies can

be classified into the following categories, as shown in Table 6.

**Table 6.** Table 6. Intervening Conditions for Achieving the Desired State of Entrepreneurial Marketing in Grains and Animal Feed

Effective Intervening Factors	Identified Subcategories
Existing barriers in entrepreneurial marketing	Government interventions
Legal interventions	
Managerial and informational interventions	
Logistics costs	Cost–benefit analysis
Logistics costs	
Logistics upgrading	

Analysis of the participants' interviews indicated that improving entrepreneurial marketing in grains and animal

feed and achieving its desired state would lead to several outcomes and consequences, as presented in Table 7.

**Table 7.** Outcomes and Results of Entrepreneurial Marketing in Grains and Animal Feed

Effective Outcomes	Identified Subcategories
Facilitation of international communications	Improvement of international communications
Use of innovative financing models	
Compliance with international regulations	
Cooperation with international institutions and organizations	Sustainable development and social responsibility
Analysis of international markets and demand	
Capability to analyze global markets	
Improvement of global marketing strategies	
Compliance with global regulations and standards	
Creation of entrepreneurial networks	
Innovation and research and development	
Successful and unsuccessful experiences in global markets	
Reform and improvement of supply chains	
Strengthening agricultural entrepreneurial networks	

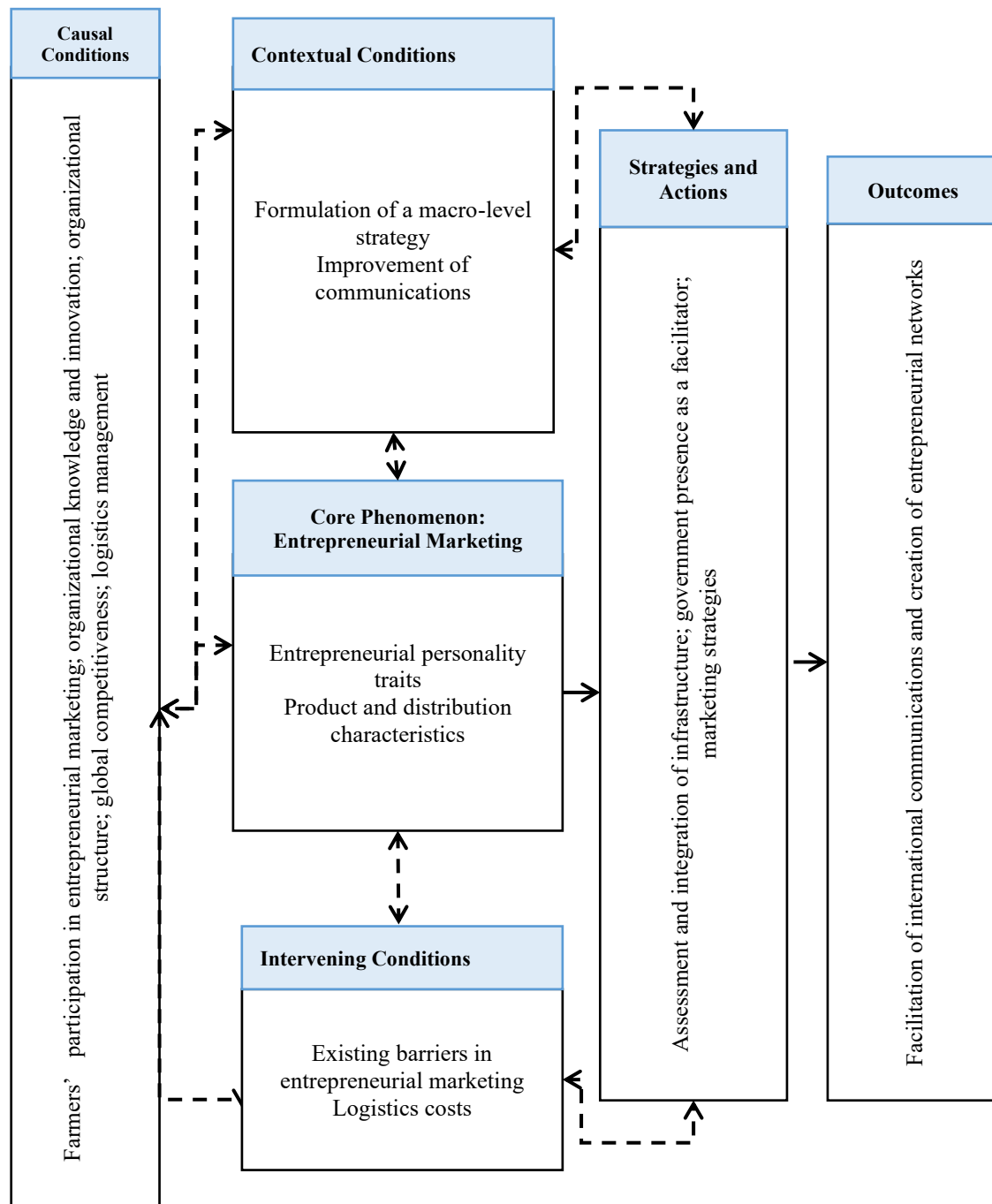
Based on these findings, the entrepreneurial marketing indicators for the import and export of grains and animal feed are presented in Figure 1.

According to the results, the core factors of entrepreneurial marketing indicators in the import and export of grains and animal feed include entrepreneurial personality traits and product and distribution characteristics. The causal factors comprise farmers' participation in entrepreneurial marketing, organizational

knowledge and innovation, organizational structure, global competitiveness, and logistics management. Intervening conditions include existing barriers in entrepreneurial marketing and logistics costs. Contextual conditions consist of macro-level strategy formulation and improvement of communications. The strategies employed include assessment of utilized infrastructure, government presence as a facilitator, and marketing strategies. Finally, the expected outcomes and results of entrepreneurial marketing



in grains and animal feed include facilitation of international communications and the creation of entrepreneurial marketing networks.



**Figure 1.** Model of Entrepreneurial Marketing Indicators in the Import and Export of Grains and Animal Feed

#### 4. Discussion and Conclusion

The present study aimed to identify and conceptualize the indicators of entrepreneurial marketing in the import and export of grains and animal feed using a grounded theory

approach. The findings revealed a multidimensional framework consisting of causal conditions, contextual conditions, intervening conditions, strategic actions, a core phenomenon, and outcomes. Collectively, these dimensions provide an integrated and process-oriented understanding of how entrepreneurial marketing emerges, evolves, and

generates value in a highly complex, trade-oriented agricultural sector.

At the core of the model, entrepreneurial marketing was shaped by two central dimensions: entrepreneurial personality traits and product and distribution characteristics. This finding aligns strongly with the conceptual foundations of entrepreneurial marketing, which emphasize the role of individual-level entrepreneurial mindset, risk-taking propensity, flexibility, and opportunity recognition in shaping market-oriented behaviors [2, 4]. The identification of self-confidence, risk management, and adaptive attitudes as key entrepreneurial traits corroborates prior studies suggesting that entrepreneurial orientation is not merely an organizational attribute but is deeply embedded in managerial cognition and behavior [14, 15]. In the context of grain and animal feed trade—where price volatility, regulatory uncertainty, and logistical complexity are persistent—such traits appear particularly critical for proactive market engagement and strategic decision-making.

The second core dimension, product and distribution characteristics, highlights innovation, strategic distribution, and networking as defining elements of entrepreneurial marketing in this sector. This finding resonates with earlier empirical evidence demonstrating that entrepreneurial marketing manifests through creative product adaptation, flexible distribution channels, and partnership-based market access, especially in export-oriented industries [8, 23]. Given the commodity-based nature of grains and animal feed, differentiation through conventional branding is limited; therefore, innovation in packaging, quality assurance, logistics integration, and distribution strategy becomes a central marketing lever. This supports arguments that entrepreneurial marketing in such sectors is less about symbolic branding and more about value delivery, reliability, and network positioning [1].

The causal conditions identified in the study—farmers' participation, organizational knowledge and innovation, organizational structure, global competitiveness, and logistics management—collectively underscore the systemic nature of entrepreneurial marketing. The prominent role of farmers' participation suggests that entrepreneurial marketing in agri-trade contexts extends beyond firm boundaries and depends on upstream actor engagement. This finding is consistent with network-based perspectives of entrepreneurial marketing, which stress co-creation of value and shared opportunity recognition across supply chains [17, 18]. Enhancing farmers' skills, knowledge, and participation

in entrepreneurial initiatives strengthens market responsiveness and improves alignment between production and export requirements.

Organizational knowledge and innovation emerged as another critical causal factor, reinforcing the view that entrepreneurial marketing is closely linked to learning processes and knowledge flows. Prior research has demonstrated that marketing intelligence and business intelligence capabilities significantly enhance entrepreneurial outcomes by enabling firms to sense market changes and exploit opportunities more effectively [21]. In the present study, facilitating knowledge flow and supporting innovation were found to be foundational for entrepreneurial marketing, particularly in managing quality standards, regulatory compliance, and international customer expectations.

Logistics management and global competitiveness also featured prominently among the causal conditions, reflecting the trade-intensive nature of the sector. This finding aligns with studies showing that entrepreneurial marketing in export contexts is inseparable from logistics efficiency, cost control, and international market positioning [5, 6]. In grain and animal feed markets, where margins are often thin, superior logistics and the ability to compete globally become decisive marketing capabilities rather than purely operational concerns.

Contextual conditions—namely macro-level strategy formulation and improvement of communications—highlight the importance of the institutional and relational environment in shaping entrepreneurial marketing. Effective policymaking, legal facilitation, and infrastructure development were identified as essential background conditions. This supports the argument that entrepreneurial marketing does not operate in a vacuum but is embedded within broader institutional frameworks that can either enable or constrain entrepreneurial action [9, 10]. Improved internal and external communications, including customer interaction and participation in exhibitions, further emphasize the relational orientation of entrepreneurial marketing and its reliance on trust-building and information exchange.

Intervening conditions, including existing barriers and logistics costs, were found to moderate the effectiveness of marketing strategies. Governmental, legal, and managerial interventions were identified both as constraints and as potential enablers, depending on their design and implementation. This dual role echoes findings from crisis and resilience research, which suggest that external shocks



and regulatory pressures can either hinder performance or stimulate adaptive, entrepreneurial responses when firms possess sufficient resilience capabilities [16]. Similarly, logistics costs were shown to exert a significant influence, reinforcing the idea that cost–benefit analysis and logistics upgrading are integral to entrepreneurial marketing decisions in trade-dependent sectors.

The strategic dimension of the model comprised infrastructure assessment, government facilitation, and marketing strategies. The emphasis on infrastructure—physical, technological, and human—reflects the enabling role of foundational resources in entrepreneurial marketing implementation. This finding aligns with prior work demonstrating that entrepreneurial marketing effectiveness depends on the alignment between strategic intent and resource availability [19, 24]. Government presence as a facilitator, rather than a direct controller, was identified as particularly important, echoing studies that highlight the role of supportive policies, innovation incentives, and cost-reduction mechanisms in fostering entrepreneurial market activity [20, 22].

Finally, the outcomes of entrepreneurial marketing were articulated in terms of facilitating international communications and creating entrepreneurial networks. Improved international communication, compliance with global standards, and access to innovative financing models collectively enhance firms' ability to integrate into global value chains. This finding is consistent with export and digital marketing literature emphasizing that entrepreneurial marketing strengthens international market access through relational capital and adaptive strategies [11, 12]. The creation of entrepreneurial networks, encompassing sustainable development, R&D, and shared market experiences, further reinforces the long-term, systemic impact of entrepreneurial marketing on sectoral development [3, 13].

Overall, the discussion demonstrates that entrepreneurial marketing in the import and export of grains and animal feed is a multilevel, process-driven phenomenon shaped by individual traits, organizational capabilities, network relationships, and institutional contexts. By grounding these insights in empirical data, the study extends existing entrepreneurial marketing theory into a strategically important yet underexplored sector.

Despite its contributions, this study has several limitations. First, the qualitative and exploratory nature of the research, while suitable for theory building, limits the generalizability of the findings to other sectors or

geographical contexts. Second, the sample size was intentionally small and focused on experts, which may not fully capture the diversity of perspectives among smaller firms or less experienced market participants. Third, the study relied primarily on self-reported data, which may be subject to recall bias or subjective interpretation. Finally, the cross-sectional design does not allow for examination of how entrepreneurial marketing indicators evolve over time in response to environmental changes.

Future studies could build on the proposed model by employing quantitative methods to test the relationships among the identified dimensions and to assess their relative impact on performance outcomes. Longitudinal research designs would be particularly valuable for examining the dynamic evolution of entrepreneurial marketing in response to policy changes, technological advancements, and market shocks. Comparative studies across different countries or agri-based sectors could further refine the contextual specificity of the indicators. Additionally, future research may explore the role of emerging technologies, such as artificial intelligence and advanced analytics, in reshaping entrepreneurial marketing practices in agricultural trade.

From a practical perspective, policymakers should focus on creating supportive institutional environments that facilitate knowledge sharing, infrastructure development, and network formation in the grain and animal feed trade. Managers and entrepreneurs are encouraged to invest in developing entrepreneurial mindsets, logistics capabilities, and collaborative networks as core marketing competencies. Strengthening communication channels with farmers, customers, and international partners can enhance market responsiveness and trust. Finally, adopting a holistic view of entrepreneurial marketing—as a strategic, relational, and innovation-driven process rather than a narrow functional activity—can help firms achieve sustainable competitiveness in global agricultural markets.

### Authors' Contributions

Authors equally contributed to this article.

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### Declaration of Interest

The authors report no conflict of interest.

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## Ethical Considerations

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

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