

Systematic Mapping Study Tourism Business With An Entrepreneurial Marketing Perspective

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Abstract. This research aims to explore and categorize existing entrepreneurial marketing in tourism literature to identify the state-of-the-art and research gaps. We conducted a systematic mapping study approach to analyze, categorize and map relevant research areas. The mapping was based on the focus, methods, design, and research trends obtained through the Scopus international publication database. Our mapping found 28 relevant articles out of 367 published from 1986-2021. Our findings suggest that the highest development trend was generated in 2019. Customer orientation is the most common focus. Hospitality became the most popular in this study. Furthermore, evaluation research with a qualitative interview design is the most widely used in this study. We conducted a systematic mapping study to provide an overview and status of the research and serve as a guide to identify state-of-the-art future research.

Keywords: Entrepreneurial marketing; tourism; EMICO frameworks; systematic mapping study.

Abstract. Penelitian ini bertujuan untuk mengeksplorasi dan mengategorikan *entrepreneurial marketing* yang ada pada literatur pariwisata untuk mengidentifikasi *state-of-the-art* dan kesenjangan penelitian. Kami melakukan pendekatan metode penelitian *systematic mapping study* untuk menganalisis, mengategorikan serta memetakan bidang penelitian yang relevan. Pemetaan dilakukan berdasarkan fokus, metode, desain, dan tren penelitian yang kami dapatkan melalui *database* publikasi internasional Scopus. Hasil dari pemetaan kami menemukan 28 artikel yang relevan dari total keseluruhan sebanyak 367 artikel yang terbit selama periode tahun 1986-2021. Temuan kami menyatakan tren perkembangan tertinggi dihasilkan pada tahun 2019. *Customer orientation* menjadi fokus paling umum. *Hospitality* menjadi paling populer dalam kajian ini. Selanjutnya, *evaluation research* dengan desain kualitatif melalui wawancara paling banyak digunakan dalam penelitian ini. Kami melakukan *systematic mapping study* untuk dapat memberikan gambaran dan status penelitian serta dapat menjadi panduan untuk mengidentifikasi *state-of-the-art* penelitian ke depannya.

Kata Kunci: *Entrepreneurial marketing*; pariwisata; kerangka kerja; EMICO; studi pemetaan sistematis.

Introduction

Tourism has developed into one of the world's most important and fastest-growing industries in the 21st century. According to the United Nations World Tourism Organization (UNWTO), there were 647 million tourists in 2000 and 1,400 million in 2019. This amount affects the world's revenues from the tourism sector, measured at US\$ 1,220 billion in tourist destination visits and US\$ 1.4 trillion in total tourism exports, or an average of US\$ 4 billion a day. It is expected that by 2030 there will be 1,800 million foreign visitors to the globe (UNWTO, 2019).

Due to the considerable contribution of the tourism sector to economic growth, much attention has been paid to problems related to tourism. Even in the face of increasing competition from other industries, the tourism sector has

maintained its growth and diversity during the previous three decades. As a result, the tourism sector is highly competitive. The current high level of competition requires business owners and entrepreneurs to design some strategic marketing models and entrepreneurial measures to help them sustain their operations during this period. In response to environmental volatility, entrepreneurial marketing (EM) emerged as a strong alternative to the philosophy and experience of businesses working in unpredictable environments (Darajat, A., Rizal, M., & Arifianti, 2020; Morris et al., 2002; Purnomo et al., 2017). EM is a unique field of study that merges applicable marketing and entrepreneurial perspectives. Once considered the same as low-cost marketing, EM is no longer limited to specific small companies (Morrish et al., 2010). Meanwhile, the definition of Entrepreneurial marketing is the proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging, and value creation (Morris et al., 2002).

An EM viewpoint is based on the premise that EM competency combines opportunity identification, curiosity, and risk-taking to provide a business with a competitive advantage in an uncertain environment (Fillis et al., 2016). EM is strongly reliant on the owner/manager's skills and preferences and the following effectiveness of implementation in operation. This crucial thing concerns tourism, where entrepreneurial behavior is highly pronounced (Bosworth & Farrell, 2011; Komppula, 2014). Success in this dynamic industry depends on the ability of business owners to pool their perspectives and inventiveness, and their chance encounters to identify and seize new changes as the business grows (Jaafar, 2012). The critical role of entrepreneurship in the growth of tourism destinations references Schumpeter's

theories about entrepreneurs being associated with change, turbulence, and instability (Russell & Faulkner, 1999). The chaotic and fragmented nature of the business environment has led to the evolution of the construction of entrepreneurial marketing (Fillis, 2010). Therefore, EM can be viewed as a marketing theory that can adapt to age and business growth in uncertain, dynamic, complex conditions with limited resources.

The motivation is that EM as a science that combines two perspectives of entrepreneurship and marketing can be a solution related to the environmental turbulence faced by the tourism sector. In this study, we systematically demonstrate the status of EM research on general solutions that can strengthen the understanding of research in the tourism sector and identify future research directions. Therefore, in this article, we arrange the following structure: The first section presents a brief background discussion on the tourism industry sector and the emergence of EM. In the second section, we discuss the research methods of systematic mapping studies. The third section explains how to search for articles related to EM in tourism based on the SCOPUS database. The fourth section presents the results of the systematic mapping study process. The fifth section presents the research findings related to research gaps for future research directions. Finally, the sixth section concludes, and we present the limitations of this study.

Research Methods

This study seeks to provide an overview of research studies in tourism using an entrepreneurial marketing approach. Since we wanted to ensure our findings were unbiased and based on fact, we utilized a Systematic Mapping Study (SMS) (Kitchenham et al., 2009; Torres et al., 2020) method to identify, analyze, and examine relevant data about tourism

literature from an entrepreneurial marketing perspective.

The benefits offered by a systematic mapping study refer to (Kitchenham et al., 2009; Torres et al., 2020). First, using the SMS approach, we can identify gaps and group articles based on the themes according to the study to be investigated with a systematic procedure objective. Second, SMS plays

a significant role in helping plan new research, and avoiding duplication of research efforts. Third, SMS may indicate potential review topics for future systematic literature reviews (SLRs) by establishing secondary studies that concentrate on narrower study areas and give more specific research questions.

Search step

Figure 1. Search Step Process

Process steps	Outcome	Number of paper
Definition of research aim and question	Review Scope	All available literature
Conducting initial research	All paper's	367
Focus on the study tourism. Addition AND "tourism"	Potentially relevant paper's	50
Scanning the whole content	Relevant paper's	35
Exclusion of the irrelevant papers	Finally analyzed papers	28

We present in Figure 1 the entire process used in this study (Alshuqayran et al., 2016; Petersen et al., 2008). During this process, we have tried to carry out a transparent analysis at the literature search stage to improve the accuracy of this systemic mapping research. Therefore, we will describe in this section the process of selecting data sources, techniques used to generate search strings, and criteria used to determine exclusion and inclusion criteria. The steps and processes we adopted were based on analyses, which led to the final results of each step of the systematic map.

Data sources and research techniques selection

Scopus was chosen as the scientific database in our analysis because it is an internationally renowned database of journals, which is the DIKTI measure. We do not employ the data scope limitation in this phase and attempt to include all articles from 1986 (the first publication on entrepreneurial marketing

"Entrepreneurial market*" AND "tourism"

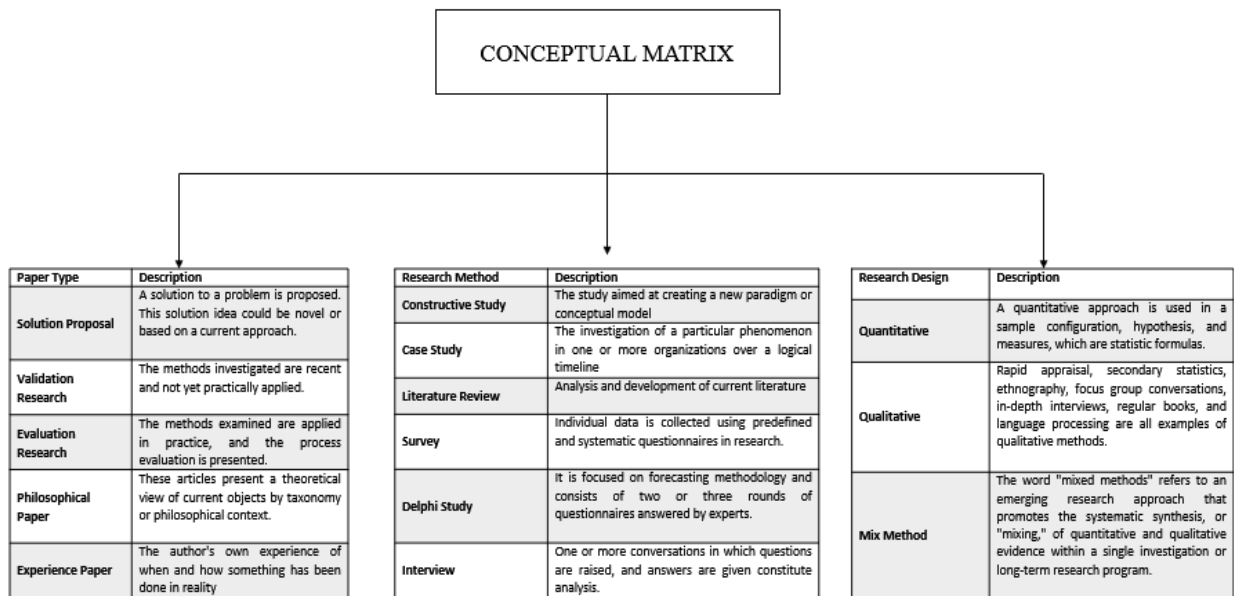
in tourism) until 2021. Furthermore, we try to use this strategy (Barbosa & Alves, 2011). With our stage of defining the main keyword, the next step is using the Boolean operator to synthesize it into one search string, plus the use of Wildcards with the sign "*" to get the alternative form contained in the word ending. Here is our final search string:

Exclusion and inclusion criteria

The subsequent step is to classify the articles in the systematic mapping study by excluding those that do not pertain to entrepreneurial marketing in tourism studies (Wendler, 2012). For this reason, our first inclusion category is only articles in English, and we exclude articles outside of English. Second, we only include articles relevant to EM studies in tourism and exclude EM studies outside the tourism context. Third, we include only journals and conference papers, excluding duplicate articles, theses, books, and dissertations.

Classification scheme

Figure 1. Conceptual Matrix



We assemble and review the articles defined to construct the article classification scheme using the notion of a "concept matrix," which refers to (Webster & Watson, 2002). A concept matrix is a logical framework that may describe multiple potential definitions, such as dimensions, theories, topics, and methods, categorized as a scheme. Therefore, after the last identification stage, we incorporate this new definition into the classification process by emphasizing a clear and transparent classification process. See Figure 2 for more details regarding the conceptual matrix we use.

Furthermore, in our analysis, several dimensional classifications refer

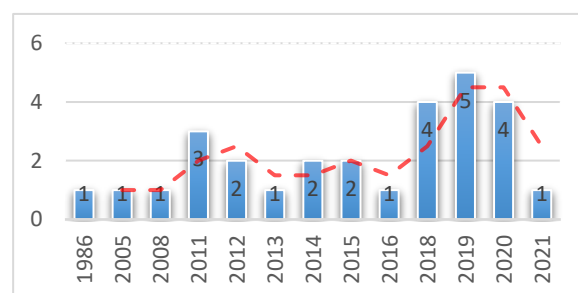
to research conducted by (Wendler, 2012). However, we added slight changes to the research design, methods, and processes. The framework we form into subcategories includes experience, validation, philosophical, evaluation, and solution proposal we adapt from research (Wieringa et al., 2006). Finally, regarding the focus of our research, adapting the EMICO framework (Jones & Rowley, 2009, 2011), combines the four concepts of EO, MO, IO, and CO while taking into account the role of EM in tourism.

Result and Discussion

Result

How is the development of EM research trends in tourism?

Figure 3. Trend Publication Year



At this stage, our study provides findings from published and indexed

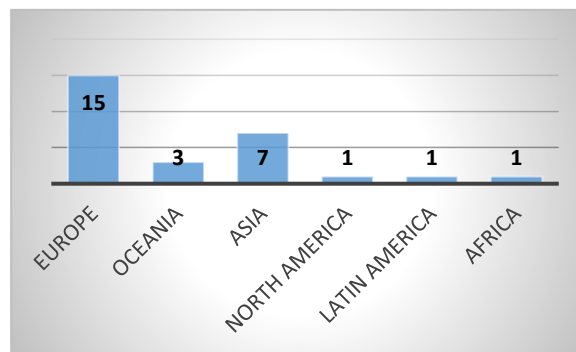
articles that refer to the Scopus in 2021 regarding entrepreneurial marketing in

tourism. Figure 3 illustrates the allocation of publications according to their publishing year. Based on Figure 2, the results of the distribution of articles published on entrepreneurial marketing in tourism began in 1986, and there was an increase in the research trend in 2011, resulting in 3 articles, but the research trend decreased in 2016, only resulting in 1 article out of the total we produced as

many as 28 articles. In particular, in 2018-2020, entrepreneurial marketing research on tourism increased. The importance of research issues regarding how the tourism sector is viewed from an entrepreneurial marketing perspective.

Which nations place the most importance on EM in tourism research?

Figure 4. Geographic Regions

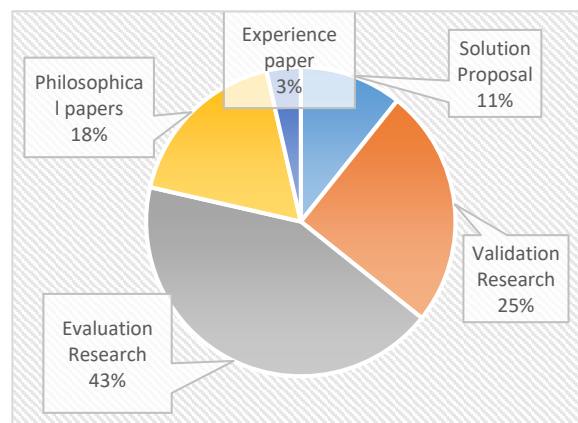


We present six geographic regions based on the Scopus data source's articles, which state research on entrepreneurial marketing in tourism in Figure 4. We report 19 different countries divided as follows: nations from Europe with 15 studies, including the United Kingdom with 8, France with 2 studies, and Turkey, Sweden, Macedonia, Spain, and Austria with 1 each. Nation from Oceania total 3 studies, including Australia with 2 studies, and New Zealand with 1 study. Nation from Asia has 7 studies, including Malaysia,

Thailand, UAE, Korea, Indonesia, Nepal, and Bangladesh, with all 1 study. North America is the USA with 1 study, Latin America is Chile with 1 study, and Africa is Egypt with 1 study. This result demonstrates that tourism is a significant source of income for many nations and an integral aspect of the quality of life in many developing countries.

What types of paper are most frequent? What are the most widely utilized designs and research methodologies?

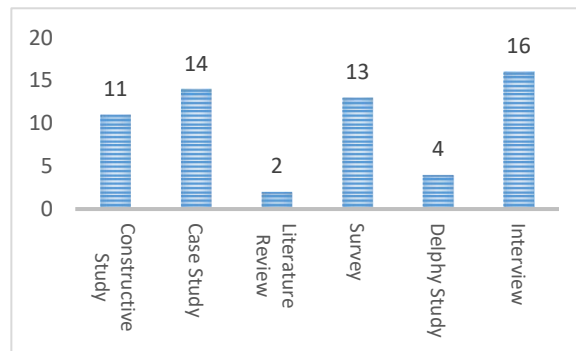
Figure 5. Papper type



We present the results of article categorization according to paper type, see Figure 5. The complete classification that we studied found 28 articles with five types of paper categories: philosophical paper, validation paper, solution proposal, experience paper, and evaluation research. In this study, we used only five categories known in their research (Wieringa et al., 2006); they mentioned six categories of articles with one article, namely an opinion paper. However, we did not find any opinion papers in this study; therefore, we excluded opinion papers that included the author's perspective on entrepreneurial marketing in tourism.

Furthermore, we conclude that the results of a systematic mapping study from 28 articles stated that 43 percent of them, with a total of 12 articles of evaluation research being the most common research in this study. The following 25 percent stated that our validation research found 7 articles of this type. Finally, in 18 percent with 5 articles we found philosophical papers, 11 percent with 3 solution proposal articles, and experience papers only 1 article with a percentage of 3 percent. These results suggest that the study of EM in tourism focuses more on the role of owners/managers to be directly involved in marketing practices.

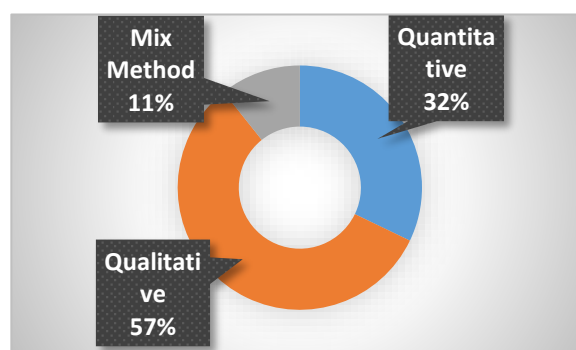
Figure 6. Research Method



Based on Figure 6, we illustrate the results of the research methods used in each article we analyzed, and in some articles, there is more than one research method used. For example, the study (Ahmad & Saber, 2015) used a survey by collecting population data and sampling at small- and medium-sized hotels in the UAE by adopting three research methods. However, they conducted in-depth interviews to ensure the accuracy of their research findings on hotel entrepreneurs in the UAE. Therefore, we included in

our analysis that their study contained two categories of research methods. Based on the overall data described in Figure 6, the first most widely used research method is conducting interviews with 16 articles. After that, 13 articles on case studies put it second most. Furthermore, those who occupy the third and fourth most are implementing the survey as many as 13 and 11 constructive studies. The least two research methods used are the Delphi study with 4 studies and the literature review with 2 studies.

Figure 7. Research Design

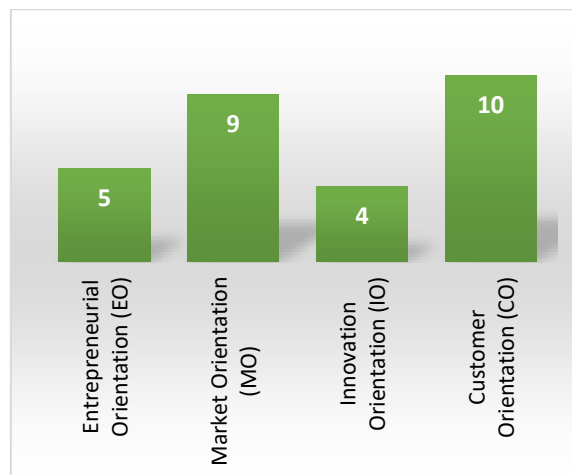


Based on Figure 7. The results show a significant gap/difference in the number of research designs showing qualitative 57% and quantitative research 32%. These results indicate that entrepreneurial marketing research on tourism is mainly qualitative rather than quantitative. While the use of research designs using the mix-method 11% shows that applying research using the mix-method is a strong point. However, these results lack attention to this research design in entrepreneurial marketing research on tourism. These results indicate that EM research in the tourism sector focuses more on logical procedures in collecting and evaluating data reports to answer research questions in testing certain variables.

What is the study focus in the literature on entrepreneurial marketing in tourism?

The focus of the research was carried out by looking at the findings of the 28 articles that we mapped by involving the entrepreneurial marketing perspective in tourism studies. We categorize the focus of the research into four categories, namely Entrepreneurial Orientation (EO), Market Orientation (MO), Innovation Orientation (IO), and Customer Orientation (CO) which refers to EMICO frameworks (Jones & Rowley, 2009, 2011). Figure 8 presents the distribution of this research focus on entrepreneurial marketing in tourism. The highest result for the first Customer orientation with 10 articles, the second is the focus area on Market orientation (MO) with 9 articles, for Entrepreneurial Orientation (EO) with 5 articles, and the last one is Innovation Orientation (IO) with 4 articles.

Figure 8. Research Focus



Entrepreneurial orientation has its roots in the strategic management literature, and it refers to how firms carry out their activities to achieve their goal, vision, and competitive advantage. In EO, there are three main dimensions: proactive, innovative, and risk-taking (Miller, 1983). Proactivity can be defined as measuring the ability to anticipate meeting future needs and the organization's ability to obtain critical markets to increase competitive

advantage (Zahra & Garvis, 2000). Innovations include the contribution of companies to creative processes, the experimentation with new ideas, and the establishment of new markets (Muthusamy, 2009). In entrepreneurial enterprises, risk-taking is acceptable and measured since companies spend significant money expecting unexpected results (Muthusamy, 2009). Such as research (Hidayatullah, Firdiansjah, Patalo, & Waris, 2019), the contribution

of EO with proactive implementation is always looking for ways so that the vision and mission of the East Java Park Group can be carried out and always anticipates problems and can create opportunities for existing problems. The role of entrepreneurial marketing here makes a function that creates, communicates, and provides value to consumers characterized by continuous innovation, measured risk-taking, and proactivity in action.

Market orientation (MO) is a conceptual strategy in which a company's activity depends on the market's external environment. (Jaworski & Kohli, 1993) define MO as three sets of activities: generating organization-wide market intelligence relating to current and potential consumer needs (Efrat et al., 2017), disseminating market intelligence of knowledge through divisions, and organizational responsiveness to information (Efrat et al., 2017; Kumar & Yakhlef, 2015). The networking tools improve the company's marketing efficiency (Carson, 1985; Reagans & McEvily, 2003). Referring to the research (Jaafar, 2012) states that with the implementation of MO, the increasing role of entrepreneurial marketing can have an impact on the tourism industry, especially by seeing the increased provision of government support and industrial supply chains which will create a sustainable business model, both from an economic and environmental perspective.

Innovation orientation (IO) is defined as a company's involvement in developing new ideas, products, processes or opening a new outlet. Schumpeter (1942) In the case of entrepreneurs, creativity was essential in overcoming the challenges of operating in a constantly changing business environment (Muthusamy, 2009). IO involves both the ability to innovate and the proclivity of a company to be creative. (Gyanwali &

Bunchapattanasakda, 2019) suggested innovation in a social bureaucratic system and suggested entrepreneurial education and motivation training to promote MSMEs, especially in the tourism sector in Nepal because this sector can contribute significantly to increasing income and job opportunities in rural and urban communities in Nepal.

Customer orientation (CO) roots are in the literature on early services marketing, in which the value of customers was a concrete indication of success for the company and its services (Jones & Rowley, 2011). Customer Relationship Management (CRM) refers to a systematic method of managing a business organization's current and future prospective customers. It leads to long-term relationships (Westerlund & Leminen, 2018), customer loyalty (Raju, Lonial, & Crum, 2011), brand value, and increased sales and promotional activities. As an interesting example in their research (Kim & Kim, 2018), they apply CSR and highlight the airline industry that adopts entrepreneurial marketing in a rapidly changing environment. Moreover, focuses on strategic points for airline sponsorship programs that offer sponsorship programs that create experiences for their customers.

Which sector of tourism is the most extensively examined in the articles?

Due to the diverse research areas in the tourism business, we are grouped into four categories: hospitality, tourism attraction, Travel service, and others. We display the results that have been grouped based on the results of the articles presented in Table 1.

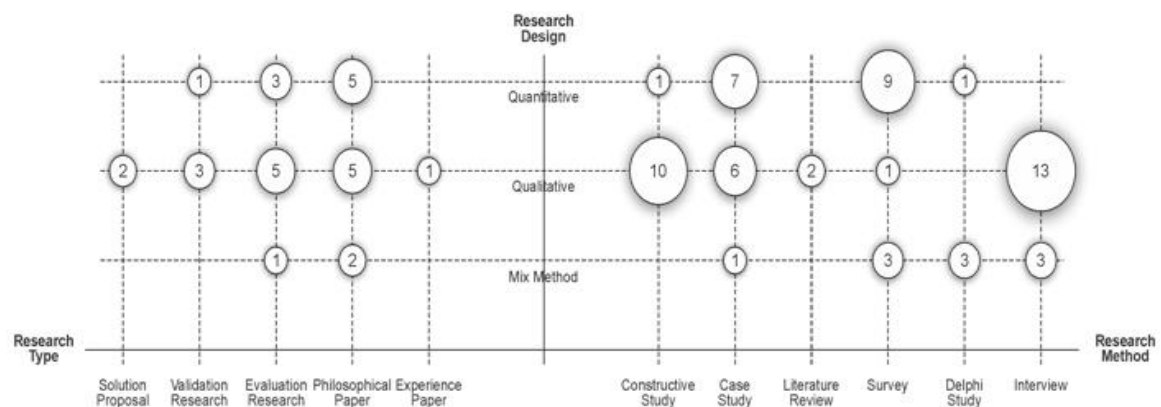
As a result of the classification made in various tourism sections, Table 1 shows that entrepreneurial marketing is most commonly used in the hospitality industry, accounting for 46 percent of all hospitality-related businesses including hotels, resorts, restaurants, and micro, small, and medium-sized businesses.

Table 1. Tourism Business Sector

Tourism business sector	Author
Hospitality 46 %	(Ahmad & Saber, 2015; Alford & Page, 2015; Boonchoo et al., 2013; D. Crick et al., 2018; J. M. Crick, 2019; Gyanwali & Bunchapattanasakda, 2019; Kurgun et al., 2011; Mahrous et al., 2020; Moriarty et al., 2008; Morrish & Jones, 2019; Pareti et al., 2020; Polas & Raju, 2021; Sadiku-Dushi et al., 2019)
Tourism attraction 18%	(Fillis et al., 2016; Fink et al., 2020; Hidayatullah et al., 2019; Krisjanous & Carruthers, 2018; Mattsson & Praesto, 2005)
Travel service 11 %	(Felzensztein et al., 2020; Jaafar, 2012; Kim & Kim, 2018)
Other 25 %	(Alonso, 2011; Chaudhury et al., 2014; J. M. Crick, 2018; Davies, 1986; Fillis, 2014; Gurău & Duquesnois, 2011; Thomas et al., 2013)

We describe the hospitality sector as a collection of firms that provide lodging, food, and beverage services, or a mix of these services, to visitors and travelers. The other classification, wine tourism, is the second most popular after hospitality, with 25 percent. Wine tourism is unique in various regions because of its rarity. The distinctiveness of wine tourism has piqued the interest of entrepreneurs who are taking steps to ensure its long-term sustainability. Following that is the

Department of Mapping and Surveying (DMS), which is involved in Celtic craft tourism. Furthermore, for the third and fourth places, based on the findings in the article, we found that the tourism attraction was 18% for the third place, which includes museums, histories, and events. Meanwhile, the last one, we found the Travel service area as much as 11%, which includes tour guides, travel agencies, and transportation.

Figure 9. Bubble Chart Research Type, Research Method and Research Design

Discussion

What concentration of papers is based on results?

We display the bubble chart diagram see Figure 9 based on a study of 28 articles on entrepreneurial marketing in tourism. This bubble chart combines

research type, method, and research design. We may infer that the interview method and constructive study are the most frequently used frequencies in research methods. The evaluation research and philosophical papers are the most frequently used frequencies in research type evaluation research and philosophical papers, which are the most

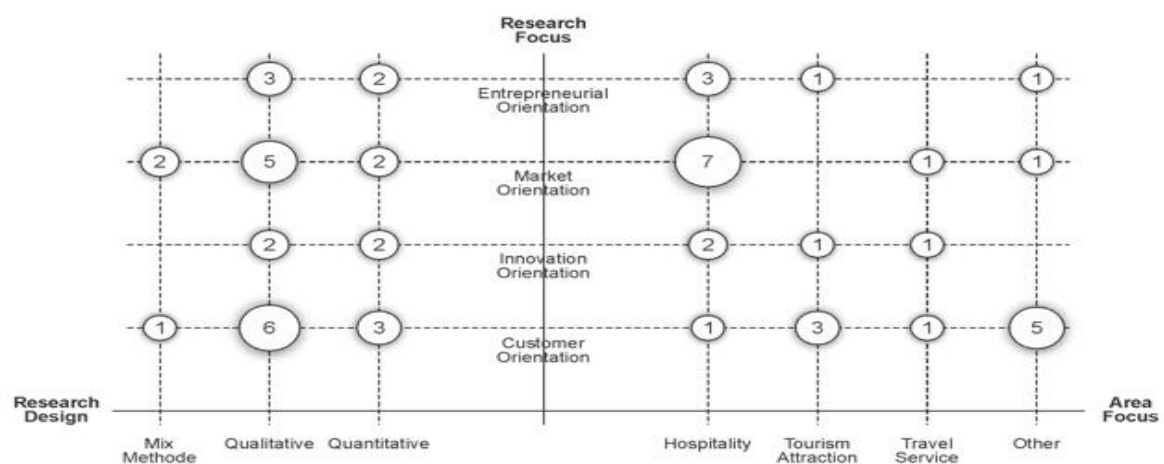
frequently used frequencies in philosophical papers. Referring to the research design, qualitative use of research method interviews and constructive studies, with research types of philosophical papers and evaluation research primarily applied in this study.

Meanwhile, quantitative research design applies more case study and survey method research, for the research type is philosophical paper and evaluation research. The research design mix method most commonly uses philosophical papers and evaluation

research, while the research method is a survey, Delphi study, and interview. We conclude that there is a research gap with using a quantitative research design on a research-type solution proposal, using the research method literature review we have not found in this study. Moreover, the research type that refers to the experience paper is still lacking, and the literature review research method is the same.

What focus area and research design EM in the tourism business?

Figure 2. Bubble chart research design, research focus and area focus



At this stage, we present the second bubble chart see Figure 10 that we found in our study of entrepreneurial marketing in tourism. This bubble chart diagram shows a combination of research design, research focus, and a focus area on the tourism sector. We found that based on the EMICO frameworks (Jones & Rowley, 2009, 2011), which became dominant in this study, there were two focuses, namely a focus market orientation with qualitative research design and a focus area on hospitality, the second was a customer orientation with qualitative research design and areas of focus on other (wine tourism, Celtic craft, etc.). Meanwhile, the most common research focus on entrepreneurial orientation uses qualitative research design, focusing on hospitality. The most

commonly used research design in the focus innovation orientation is qualitative and quantitative, focusing on hospitality. What concerns us is finding a lack of interest in the focus area of entrepreneurial orientation with a research design mix of methods and a focus area on travel services. Meanwhile, in the innovation orientation, we found three research sectors such as hospitality, tourism sector, and travel service, and have not found them in the realm of destination marketing organizations, tourism destinations, etc.

Conclusion

This systematic mapping study provides EM perspectives in the tourism sector as a reference; researchers and

practitioners can use the findings of this analysis to benchmark their research and initiatives. In recent years, EM research in tourism has become a major concern for researchers worldwide. This result is in line with the increasing research trend from 2018 to 2020. The countries most actively studying EM in the tourism sector are from continental Europe, with the UK being the most dominant. Evaluation research is the most common research in our systematic mapping study. The most commonly used methods are interviews and case studies. Further results regarding research design revealed that EM researchers in tourism prefer qualitative and quantitative as secondary concerns. Furthermore, the resulting research focuses on EM based on the EMICO framework. We conclude that customer orientation is the dominant research focus and market orientation. Finally, our research results confirm that the hospitality industry is one of the tourism fields where entrepreneurial marketing receives more attention.

In this study, there were several limitations, including selecting keywords and terms in the search to identify relevant research. This is important because there are a wide variety of languages and disciplines that we may not find in a software search. So far, we know that our search still missed some relevant studies. In addition, we only used one e-database, Scopus, while there are many reputable e-databases such as WOS, EBSCO, EMERALD, etc.

We the authors strive to provide practical and theoretical suggestions for EM in the tourism sector. The impact of competitive upheaval leading to the uncertainty of the tourism business environment provides challenges for EM research that may enable research trends in tourism studies to increase in the future. The key concept of EM being able to operate in an environment of uncertainty and prioritizing proactive and innovative opportunities in search of

creativity will be an important concern for the growth and sustainability of the tourism sector. This is an indication that the application of EM in the tourism sector prioritizes direct relationships with customers for value creation. CO is viewed as a "pillar of marketing" by (Jaworski & Kohli, 1993). In the tourism sector, we note that CO requires sufficient knowledge to produce superior products or services, describing CO as a culture that emphasizes the development of value creation as the main goal of the organization. Future studies could compare EM decision-making between developed and developing countries where entrepreneurs tend to face more severe business survival challenges, such as lack of infrastructure, government policies, and other elements. Finally, the research was conducted by considering a mixed method to strengthen the direction and points of the research.

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