

# Provide agile marketing capability model for the development of health tourism industry

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*Competing in today's marketplaces necessitates mobilizing resources and improving critical capabilities, one of which is agile marketing, or the capacity to quickly and cost-effectively react to changing international markets. The goal of this research is to create a model of agile marketing capability in the health tourism business so that it can progress. The agile marketing capacity model in health tourism was built and presented utilizing the data theory of the foundation using a qualitative research method and interviews with experts in the field. The research findings led to the identification of 38 secondary codes and finally 14 main concepts that in the form of paradigm model, the central category of agile marketing capabilities (specialized and structural capabilities), causal conditions (human capital, technology and understanding customer needs, existing structures and competition), Strategies (cost leadership and differentiation leadership strategies) are underlying factors (appropriate advertising and communication channels), interveners (environmental factors) and outcomes (improving marketing performance and sustainable development).*

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## 1. Introduction

Companies are continually challenged by shifting client demand, tough rivalry, and technology advancements in today's dynamic business climate (Roberts and Grover, 2012). The environment's dynamics and constant changes in customer preferences have become accepted as a principle in various industries, and service industries, particularly tourism, are more involved in these changes and dynamics as a result of the increasing growth and intensification of competition in the last decade. The industry has understood that old techniques and procedures are no longer relevant, and that the organization, the environment, as well as the market and customers, should be evaluated in a new light. They can't afford to disregard agility initiatives and advancements (Webr and Tarba, 2014). As a result, many firms in wealthy and industrialized countries have shifted their focus to organizational agility in order to better prepare for market competition (Junni et al., 2015). Agility is referred to as the 21st century business paradigm because it has been advocated as a viable and winning strategy in the current period (Lin et al., 2006). Marketing agility, in particular, is acknowledged as a feature that allows businesses to see opportunities and respond swiftly to market changes, allowing them to compete effectively in dynamic marketplaces. Marketing agility, on the other hand, has gotten a lot of press lately (Polton, 2006). Organizations with high marketing agility plan for change and collaborate with other departments to satisfy the demands of

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both the client and the organization (Accardi-Petersen, 2011). Marketing agility indicates the activity of the organization and organizations Demand predictability gives the type of purchase and how to retain the customer. Also, marketing agility is the ability to quickly understand the current and potential needs of the customer (Polton, 2006). Marketing capabilities are developed to obtain a competitive advantage, and one of their distinguishing characteristics is the capacity to generate and give higher value to customers with little resources (Day, 2011). Marketing competencies have been studied quantitatively as a source of competitive advantage, particularly in an international company. The strategic interaction of marketing capabilities in the creation of new markets is demonstrated by empirical data in the international new investment literature (Silvia et al., 2020). Agile marketing capability, according to the notions of marketing capabilities discussed, can be a set of elements and capabilities that help a company gain a competitive edge. Because marketing capability has been addressed in only a few studies as a source of competitive advantage, it may be argued that no study has been undertaken to assess agile marketing capability, leaving a significant research gap in this area. Given the importance of health tourism in developing nations, which confront issues such as high unemployment, limited foreign exchange resources, and a single-product economy, most have planned and invested to increase their share of this substantial revenue. Eight of the top 10 nations in the world that received the most health tourists in 2014 were developing countries, with five Asian countries among them (Maboudi and Hakimi, 1394). Despite the fact that several Asian countries are among the world's top health tourism destinations, competition in this market has become more intense in Asia than those in other regions. In addition, considering the benefits of health tourism and the challenging competition in this field, it is necessary to double effort for creating the superior competitive advantage in this industry, according to the goals of the twenty-year vision of the comprehensive scientific map of the country (becoming the medical hub of the region by 1404) in the field of health. As previously said, marketing talents are critical in gaining a competitive advantage and achieving superior results in a competitive market. In the health tourism sector, marketing skills are defined as the ability of any available prospective and existing resources of health tourism service providers to boost marketing activities and make more money in order to achieve optimum efficiency in organizational goals. However, due to the field's complicated and dynamic environment, marketing agility is required for effective competing and staying in the game. Without agile marketing skills, marketing agility is impossible to achieve. Despite the growing importance of this topic, few studies have been conducted on this subject, and none of the studies have examined marketing competence from the standpoint of agility. The issue of agility in the manufacturing sector is well-known, but it is less well-known in the field of marketing health tourism services. The researcher in this study was able to develop a model that provides agile marketing skills in the Iranian health tourism business. Future studies will be conducted to assist service providers in the field of health tourism in improving service delivery, increasing market share, and improving marketing performance, as well as developing marketing strategies for the Iranian health tourism business.

## **2. Literature Review**

### **2.1. Theoretical foundations of research**

#### **- Marketing capability**

The ability of a business to understand the market and communicate with customers is referred to as marketing competence (Day, 1994). Marketing skills are an integrated process in which firms value both tangible and intangible resources in order to become aware of their consumers' specialized and complicated needs, create a distinct, and ultimately superior product (1994). (Day et al., 1999; Song et al., 2007; Song et al., 2005). In general, a company's marketing capabilities are its ability to apply its

expertise, technology, and resources to satisfy the market's or customers' needs. The resources and facilities for marketing activities are referred to as marketing capabilities. In order to provide various marketing services, marketing capability includes tangible and intangible resources and capabilities in the areas of branding, sales, distribution channels, and services (Kappferr et al., 2013). It also includes the ability to add value to products and services and meet competitive demands. It is defined as a set of distinguishing abilities, complementary assets, and procedures that serve as the foundation for a company's competitive capacity and optimal performance in a specific industry (Taleghani and Mehdizadeh, 2016).

### **-Marketing Agility**

"The ability to surpass a company in the market by having enough imagination to recreate resources when needed," according to marketing agility (Accardi-Petersen, 2011). Furthermore, marketing agility enables businesses to streamline their marketing operations. Adapt to shifting market conditions and demand while responding swiftly and efficiently to changing client needs. Marketing agility is a component of the strategic agility framework, according to Polton, and production agility and marketing agility have proven crucial to firms' capacity to compete effectively. Customer agility and marketing comprehension capabilities are examples of marketing agility (Roberts and Grover, 2012). As a result, in order to cover existing gaps, developing marketing agility can be critical for firms in new markets. (Teece and et al, 2011). Companies with high marketing agility have a strategy in place for adapting to change (Accardi-Petersen, 2011). Agile marketing is a new marketing trend that is especially important for small businesses and organizations that require more developed agile marketing capabilities to build strategic responses and increase competitiveness (L. Moi et al., 2019). In fact, marketing agility is impossible to achieve without agile marketing skills, and marketing agility can benefit a business or sector in a variety of ways.

### **-Health tourism**

After oil and autos, tourism is the most important industry in a country's economic and social development (Ranjan Debate et al., 2013). Many twentieth-century researchers have dubbed this century "the century of tourism" due to the industry's rapid growth and expansion. On the one hand, increased international expansion has resulted in the formation of new types of tourism, such as cultural and educational tourism, religious tourism, urban tourism, rural tourism, sports tourism, and health tourism. Due to their competitive capacities and advantages, various tourisms, health tourism, and its subdivisions have gained double attention and are rapidly growing among various types of tourist (Haghighi Kafash et al., 2010). On the one hand, the staggering costs of health care in industrialized countries, increasing ease of international travel, favorable exchange rates in the global economy, rapid advances in medical technology and standards of care in most countries, and on the other hand, the Internet, could all be contributing to the industry's growth. It has resulted in the industry's generalization (Delgshaei, Jabbari, Farzin et al., 2012). According to the World Tourism Organization, the global turnover of health tourism reached \$100 billion by the end of 2012, with a 10-12 percent growth trend in different nations (Izadi et al., 2012). India, Brazil, Turkey, South Korea, Thailand, China, Malaysia, Singapore, and Hong Kong are among the top countries for health tourism. With a little thought, we can see that many of these countries are in Asia and compete with one another for health tourists (Bahrami Shabestari, 2013). Malaysia, Turkey, Jordan, the United Arab Emirates, and Iran are among Islamic countries that offer health tourism (Shapapi et al., 2014). Medical tourism, according to Ramirez, boosts income, improves services, creates foreign exchange gains, improves the trade balance, and boosts overall tourist growth and development (Nemati et al., 2016). Despite the benefits of health tourism, attaining a good position and market share in this business is not easy due to the importance of significant aspects in its development (Rokni et al.,

2017). According to research, most developing countries that engage in health tourism have infrastructure challenges and a lack of or non-existence of some enablers, notwithstanding their low costs (Connell, 2011; Endwick and Negar, 2010).

## 2.2. Research background

In most research methodologies, a review of research background is conducted in order to gain a better knowledge of the topic and its aspects. The research literature, on the other hand, might be studied during or after the development of a qualitative study. Background review does not indicate important concepts or hypotheses, according to the data theory, but background review does show a gap or a form of bias in existing knowledge, and thus gives a basis for investigation. It is recommended that the researcher set away as many of his or her ideas and views as possible, and the background review has the advantage of referencing the background when presenting the facts to provide external support for the theoretical model (Creswell, 2012). As a result, some domestic and international studies are highlighted.

Pashaei Holaso et al. (2016) conducted a study titled "Identifying and presenting the framework of agile innovation components in defense industrial organizations" with the goal of identifying and presenting the framework of agile innovation components in defense industrial organizations. They found that in order to achieve agile innovation in defense industrial organizations, organizational, strategic, and intangible factors must be considered.

"Identification and ranking of elements affecting the marketing of services in the sector of health tourism in Mashhad using the fuzzy TOPSIS technique," according to Sanvy Grossian et al. (2017). The most critical parameters affecting the development of the health tourism business were extracted in this study utilizing the fuzzy TOPSIS approach. The findings revealed that 13 price and cost factors, including codified and executive planning, technical and executive quality of health services, information system, acceptance and queuing process, customer loyalty, stability and continuity, rules and regulations, international presence, physician brand, services accommodation, geographical location, medical center brand, and speed of service delivery, are the most important.

Ploei et al. (2017) conducted a study titled "Prioritizing Factors Affecting the Development of Iran's Health Tourism Industry on the Horizon of 1414 with an Interpretive Structural Modeling Approach," in which the basic criteria (143 criteria) were identified after conducting research literature and interviews. The effective criteria in the development of health tourism in the country were identified in the horizon of 1414 (28 criteria) by exploratory factor analysis, and finally, key effective factors and the foundation stone of the country's health tourism 13 (criteria) and their relationships with each other were extracted by interpretive structural modeling method.

Tabatabai Nasab and Mohammadi Yazd (1398) did a study named "Service Marketing Agility, Conceptualization, and Scale Development," with the goal of theoretically defining service marketing agility and developing a standard tool to quantify it based on the findings. Internal marketing agility was identified and introduced as a dimension of human resource monitoring and empowerment research, interactive marketing agility as a dimension of needs assessment and compliance, and external marketing agility as a dimension of procedural flexibility and flexible marketing.

Badiei et al. (2016) conducted a study titled "Identification and ranking of medical tourism development strategies, a case study of Golestan province," and the research method was qualitative-applied with a survey nature and using network analysis process. Data extracted from interviews and collective questionnaires of medical and tourism experts in Golestan province were reviewed and ranked. The

importance, infrastructure, physician, and quality criteria have been identified as the most successful major factors in the development of medical tourism in Golestan province, according to the data.

Afshar et al. (2016) conducted a study named "Identifying the capabilities and agility capabilities in the hotel services industry by comparing study with the production sector," which was carried out by Mashhad-based manufacturing enterprises and hotels, with data collected using two methods. Multivariate analysis of variance, independent t-test, and diagnostic analysis were used to analyze the questionnaire. According to the findings of the study, there is a substantial difference between the two groups' agility measures. Continuing education, a culture of change, participation and collaboration, accountability, flexibility, speed, and competence, all of which are higher in hotels than in manufacturing organizations, have all contributed to this disparity. In addition, the main difference between hotels and manufacturing enterprises is the mix of continual education and flexibility.

The study "Designing a Market Performance Model Based on Dynamic Marketing Capabilities with an Operational Agility Approach" was undertaken by Khodadad Hosseini et al. (2015). To increase market performance in Iran's electronics industry, absorption capacity, operational agility, and market orientation have been provided and tested. This model is based on four areas of management literature, namely strategic management literature in relation to dynamic capabilities, marketing literature, entrepreneurship literature, and information technology literature, and the statistical sample findings back up the model and the outcome. The findings revealed that the recommended combination of dynamic capabilities aids in market performance improvement.

Hosseinzadeh Shahri et al. (2015) did a study titled "Study of the effect of marketing capabilities on sensitization and the formulation of creative and timely marketing strategy," which is a practical study with exporters of ceramic tiles and sanitary ware as the statistical population. A questionnaire was used to collect the necessary information. LISREL software, structural equation modeling, and confirmatory factor analysis were utilized to evaluate the data. Finally, the findings revealed that the effect of sales capacity, marketing dashboard, distribution capability, and market research capability on raising sensitivity is validated in the ceramic tile business. Organizations with higher sensitivity, on the other hand, were able to develop innovative and timely marketing techniques. As a result, ceramic tile companies should improve these competencies in order to boost the level of marketing strategy innovation as well as the timeliness of these campaigns.

Khodami and Osanloo (2014) conducted a study titled "Assessing the achievement of customer agility based on mass customization strategy," and the findings showed that mass customization strategy can lead to customer agility in three dimensions of feeling, responsiveness, and learning if individual differences of customers are taken into account when defining customer participation. In a study titled "Study of dimensions and indicators of human resource agility capabilities," Zahedi et al. (2013) found that equipping human resources with intelligence and awareness, multiple competencies, knowledge management, empowerment culture, and etc. will help organizations not only reduce risk of uncertainty, but also take a step toward agility.

Silvia et al. (2020) did a study titled "Marketing Capabilities and the Performance of New International Investments" and produced a model of the relationship between marketing capabilities, competitive strategy, and export investment performance based on a resource-based perspective. Marketing communication mediates the relationship between marketing capabilities and competitive strategy, according to the data and findings of this study.

The goal of Gomez et al(2020) 's study, "International Marketing Agility: Ideation and Research Planning," was to conceive the concept of international marketing agility, and the results show that

international marketing agility is an emerging concept. It is primarily derived from worldwide market fluctuations. Exporting organizations, whether small and large, should consider international marketing agility as a way to gain a competitive advantage in overseas markets.

The goal of Asseraf et al(2019) .'s study which is titled "Evaluation of drivers and the effect of international marketing agility," was to develop and empirically experiment with and develop a new understanding of international marketing agility. Importantly, the experimental experiment includes agility drivers, results, and boundary conditions for their impact on international market performance, and the findings show that international marketing agility strengthens international market performance both directly and indirectly through the advantage of new exporter products. Product compatibility, on the other hand, does not support the favorable influence of rapid worldwide marketing on the advantage of new products.

The purpose of Zhou et al(2019) .'s study, "The relationship between marketing agility and financial performance," was to investigate the effect of direct and indirect marketing agility (through innovation capability, which is a normal ability) on financial performance at different levels of market turmoil. They studied 518 Chinese food companies and discovered that the influence of innovation capability on financial performance was larger in the absence of market instability, and that market turmoil attenuated the indirect association between marketing agility and financial success. When market volatility is low, the indirect agility effect is larger.

Hagen et al. (2019) conducted a study titled "From fragility to agility: marketing as a major driver of entrepreneurial internationalization," with the goal of highlighting the concept of strategic agility in entrepreneurship internationalization and the role of marketing "in specific circumstances." The inductive approach was used to conduct in-depth investigations of four international entrepreneurship instruments. In each of the four situations, the function of marketing was investigated, with the conclusion that strategic agility is a combination of flexibility and selective responsiveness, with marketing playing a key role in achieving strategic agility, mostly through customer engagement. Customer-centric and market-oriented thinking must be ingrained in a set of business processes, and strategic agility aids the entrepreneur in reducing his or her international risk.

Hajli et al. (2019) conducted a qualitative research with a case study technique to evaluate the role of big data and in-depth understanding of customer agility for success. This study reveals the correlation between the effective use of data gathering tools, the effectiveness of data analysis tools, and customer agility, and it was a new product that the research findings confirmed this issue. It also looks at the link between all of these elements and the new product's success. The conclusions of this study show that big data analysis, data gathering tools, consumer agility, organizational weakness, and environmental turbulence all have a key impact on the success of a new product.

In a study titled "Study of the relationship between marketing capabilities and firm performance with the moderating role of learning orientation, marketing strategy, and organizational strength," Cassiolatti L. and Lee (2016) discovered that marketing capability has a positive effect on firm performance. It focuses on performance and learning orientation, as well as marketing strategy, with organizational power acting as a positive moderator.

Han and Hyun (2015) developed a model to "analyze the effect of quality, contentment, trust, and affordable price on the return of health tourism customers to the destination country and the reuse of medical services," according to their research. The results of this study, which used structural analysis in

selected hospitals in South Korea, demonstrated that perceived quality, satisfaction, and trust in medical institutions and their employees have a direct effect on the return of health tourists.

Ranjan Debata and colleagues (2013) published a study titled "Medical tourism enablers are assessed. In India, structural equations are becoming more prevalent" Their main goal was to create a comprehensive model to identify and classify the essential empowering aspects in health tourism, which they did using fuzzy structural equations and specialists in the field.

Sharma (2013) investigated the state of this industry in India in a paper named "Medical tourism, Emerging Challenges, and Future Prospects." The research approach was quantitative and qualitative, and the results showed that India has advantages and capacities. There is a lot to entice health tourists, especially in terms of costs and manpower, but government planning and infrastructure enhancements are lacking.

Roberts and Grover (2012) conceptualized customer agility and stated that it involves both sensory and responsiveness, as well as the issue of alignment, in their paper "Assessing Customer Agility and Company Performance: The Importance of Aligning Sensitivity and Responsiveness." These capabilities and their impact on company performance were investigated, and the direct impact of both customer agility competencies on organizational performance was proven based on data analysis.

In a study titled "Network agility as a trigger to boost corporate performance," Chen and Chiang (2011) found that by simplifying human resources, firms can free up some of their capital. Use this strategy to focus on the more valuable elements, one of which is marketing, so that firms may expand their brand and have stronger relationships with suppliers and retailers by spending on marketing. As a result, you can help to increase the value chain by establishing sellers.

According to a review of the research literature, no study has been conducted on the ability of agile marketing in the health tourism industry, despite the fact that there have been numerous studies on each of the concepts of marketing capabilities, agility, and health tourism in both foreign and domestic studies. However, none of the research have presented a model for agile marketing in the health tourism business, and the current study is unique in this regard.

### **3. Research Methodology**

The goal of this research is to develop a model for agile marketing skills in the health care industry. Because the researcher has used the foundation's data theory to give a new model in the field of marketing agility, and because the data required for this study, this research is exploratory in terms of purpose and basic in terms of the type of research outcome. It was gathered through semi-structured interviews and is classified as qualitative due to the sort of data used. The snowball sampling approach was used in this investigation. This strategy is advised by Burns and Grove (2005) when one person in our research leads us to additional participants, and it is used to collect samples that are difficult to obtain in other methods. As a result, the snowball sampling strategy was adopted in this study. In the qualitative sampling approach with interview instruments, we should gather data until we hit saturation, at which point the newly collected data is identical to the previously collected data. According to Lin and Guba, saturation can be attained with roughly 12 participants in a carefully directed study with evolutionary sample selection and follow-up, and this number is unlikely to exceed 20 (Ebrahimi, 1392). The number of selected samples in this study is equal to 12 people, and they include experts in the tourism industry, particularly health tourism, who, in addition to having a university degree in business, also have a managerial background in the tourism industry, and university professors in the field of Marketing teaching who have valuable experiences. The foundation data methodology was used to analyze the data.

The process of constructing a documented and codified theory through systematic data collecting and inductive analysis of the obtained data set in order to answer new questions in specific areas is known as foundation data theory. Which lack the theoretical basis necessary to establish and test any idea (Mansoorian, 2006). To evaluate the data from this qualitative study, the coding method of Max Kyoda software was used to examine the data collected from the interviews, in which the categories and components had reached the theoretical stage in the form of open, axial, and selective coding. The analytical process by which concepts are identified and their attributes and dimensions are revealed from within is referred to as open coding. The researcher finds concepts and expands them according to their qualities and dimensions in the open coding stage. Data is gathered from a variety of sources in qualitative research. Documents, observations, interviews, and sightings are gathered through qualitative data, which is more than just normal packets and categorized information received from the environment. It also contains direct remarks from people about their experiences, viewpoints, and knowledge (Creswell and Plano Clark, 2011). For a preliminary review, 10 interview questions were used in one-on-one interviews with the interviewees. In addition, extra sub-questions were asked alongside each question to better comprehend the participants' experiences throughout the interview, and the researcher double-checked the accuracy of his or her perceptions of the interviewees' remarks during the interview. The researcher also analyzed the data collected throughout the participant sampling procedure, and after each interview, the data was assessed using Max Kyoda software before moving on to the next interview. Semi-structured interview approaches were utilized to collect data for this qualitative study in order to define the content, categories, and components of the data theorizing process of the research foundation. Validity, transferability, and verifiability, all of which have been approved by experts (Danaeifar and Mozaffari, 2008), have been used to ensure the validity of this qualitative research, as well as the triangle technique Instrumentation (combination and integration) to obtain credit for long-term involvement and continuous observation and review by participants. The ability to generalize the results to different domains and contexts is referred to as transferability. The utilization of research findings in other areas or the same field of study, according to Lincoln and Guba, is an empirical perspective (Bryman, 2001, 272). Verifiability, or a similar level of verifiability, necessitates careful thought during data collection and processing, examination of raw data, interpretations, and recommendations, as well as conclusions. The reviewer should maintain the raw data, as well as all notes, papers, and recordings, for subsequent evaluation if necessary. It is critical to assess and analyze the quality of the findings and interpretations at this point (Andreas, 2003, 20). In terms of dependability, another researcher should be able to arrive at the same theoretical explanations for the same phenomenon by taking into account the previous researcher's theoretical attitude as well as the overall pursuit of data collecting and analysis, among other factors. Reviewing the data and identifying the many conditions that may have operated in each situation can help to explain what happened (Strauss and Corbin, 2006). As a result, the kappa coefficient was utilized to calculate the coefficient of agreement between the two coders in this study. In other words, 15% of the researcher's coded study materials or interviews were sent to one of the experts for evaluation, and the findings of the two researchers' coding demonstrate that the kappa coefficient measured by SPSS software was 0.675. The assumption of extracted code independence is rejected, and the extracted codes' reliance on each other is proven, because it is greater than 0.6 and the significance level obtained for the kappa index is less than 0.05.

## **4. Research Findings**

### **4.1. Analysis of interviews**

Experts were interviewed as part of this study using an inductive technique. Open, axial, and selective coding are the three levels of coding in the foundation's data technique. The initial coding or extraction of

open codes of some semantic expressions has been acquired, however Strauss and Corbin theories cannot be formed using genuine events and actions as witnessed or reported as raw data, according to them. Events and occurrences are examined or analyzed as potential signals of the phenomena (open source), and so a conceptual label is assigned. As a result, open source code or symbols are mixed and matched to create concepts (Strauss and Corbin, 1998, 7). At the feature and dimension level, axial coding is the process of linking categories to their subcategories and associating categories to their subcategories. Because the coding is specified around the "axis" of the category, it is called "axial" coding (Omid Kia et al., 2011). Primary codes were derived from 12 interviews based on the analysis completed throughout these three steps, and code analysis led to the development of 38 secondary codes, which were then used to extract 14 concepts from their classification. Because data theory thinking was used in this study, axial coding is detailed separately in this section for causal circumstances, primary category, strategy, consequences, and contexts and intervenors. It's worth noting that research components were gathered as part of critical coding to answer the issue of what the components of each of the dimensions of the agile marketing capabilities model are. To construct a theoretical model, categories, subcategories, and their interactions are merged through selective coding.

#### 4.2. Casual Condition

Causal conditions are necessary but inadequate to achieve the outcomes of strategy implementation. In the table below, respondents' explanations in response to questions about the causal circumstances of agile marketing capability in the health tourism business are listed. Primary codes were derived from the study of these people's sentences. The researcher then recognized the common codes stressed by all interviewees as secondary codes, which resulted in 5 concepts and 11 secondary codes, as shown in Table 1.

**Table 1. Causal conditions of agile marketing capability model**

Category	Concept	Secondary Code
Casual Condition	Competitive causes	Domestic competitive advantage
		External competitive advantage
	Technological	Hardware technology
		Software technology
	Consumer needs	nature therapy
		medical tourism
	Structure	Dynamic structure of the organization
		change management
	Human capital	human resources
		Team building
		knowledge management

The central category is the principal category that appears in the data with other categories on a regular basis. It has the highest frequency, in other words. The fundamental theme of this investigation is marketing agility behavior. Codes were derived from the essential phrases of the

experts and specialists in issue throughout the interview process, and the most important of these codes were refined and considered subsidiary codes of the major category, as indicated in the table below.

**Table 2. The central category of the agile marketing capability model**

Axial category	Concept	Secondary Code
A central category of marketing agility behavior	Structural capability	responsiveness
		Quality
		Adaptability and flexibility
		Reconfigure
	Specialized capability	Functional mutual cooperation
		Reaction speed
		Feel and understand
		Integrity

### 4.3. Strategies

The most basic definition of strategy is an action plan for coordinating and organizing efforts in order to attain a specific goal. Strategy, actions, and interactions are all part of the central category, according to Strauss and Corbin's systematic method. The secondary codes and concepts of agile marketing capacity strategies are shown in Table (3), which were derived from the interviews.

**Table 3. The category of agile marketing strategies**

Category	Concept	Secondary Code
Strategy	Differentiation strategy	Distinctive product or service
		Distinctive supply chain
		Distinctive technology
		Distinctive innovation
	Cost Leadership Strategy	Capacity optimization
		Input costs

### 4.4. Consequences

Implications are the result of agile marketing capabilities' initiatives. Table (4) depicts the implications of agile marketing capabilities drawn from respondents' responses to pertinent questions, which contain two ideas and six secondary codes.

**Table 4. Categories of the consequences of agile marketing capabilities**

Category	Concept	Secondary Code
consequences	Improve marketing performance	Continuous improvement
		Currency
		Improving demand
		International branding
	Sustainable Development	Creating value
		Recreate resources

#### 4.5. Grounded Condition

Contexts are specific conditions that have an impact on strategy. Special circumstances are required to implement a strategy, according to this definition. To put it another way, until there is no context, the techniques will not operate as well as they should, if at all. The most essential of these codes are the final field conditions codes, which are shown in Table 5 once they have been extracted and refined.

**Table 5. Background conditions agile marketing capability**

Category	Concept	Secondary Code
Ground or Substrate	Communication channels	Effective communication
		Cyberspace
	Advertising	Environmental advertising
		Virtual advertising

#### 4.6. Intervening conditions

Intervening conditions are broad contextual factors that have an impact on strategy. Environmental factors as agile marketing capability intervenors, including micro, macro, and intermediate environments, were derived from interviews and expert responses to questions about the intervening conditions in agile marketing capability in the health tourism industry, and are presented in Table 6.

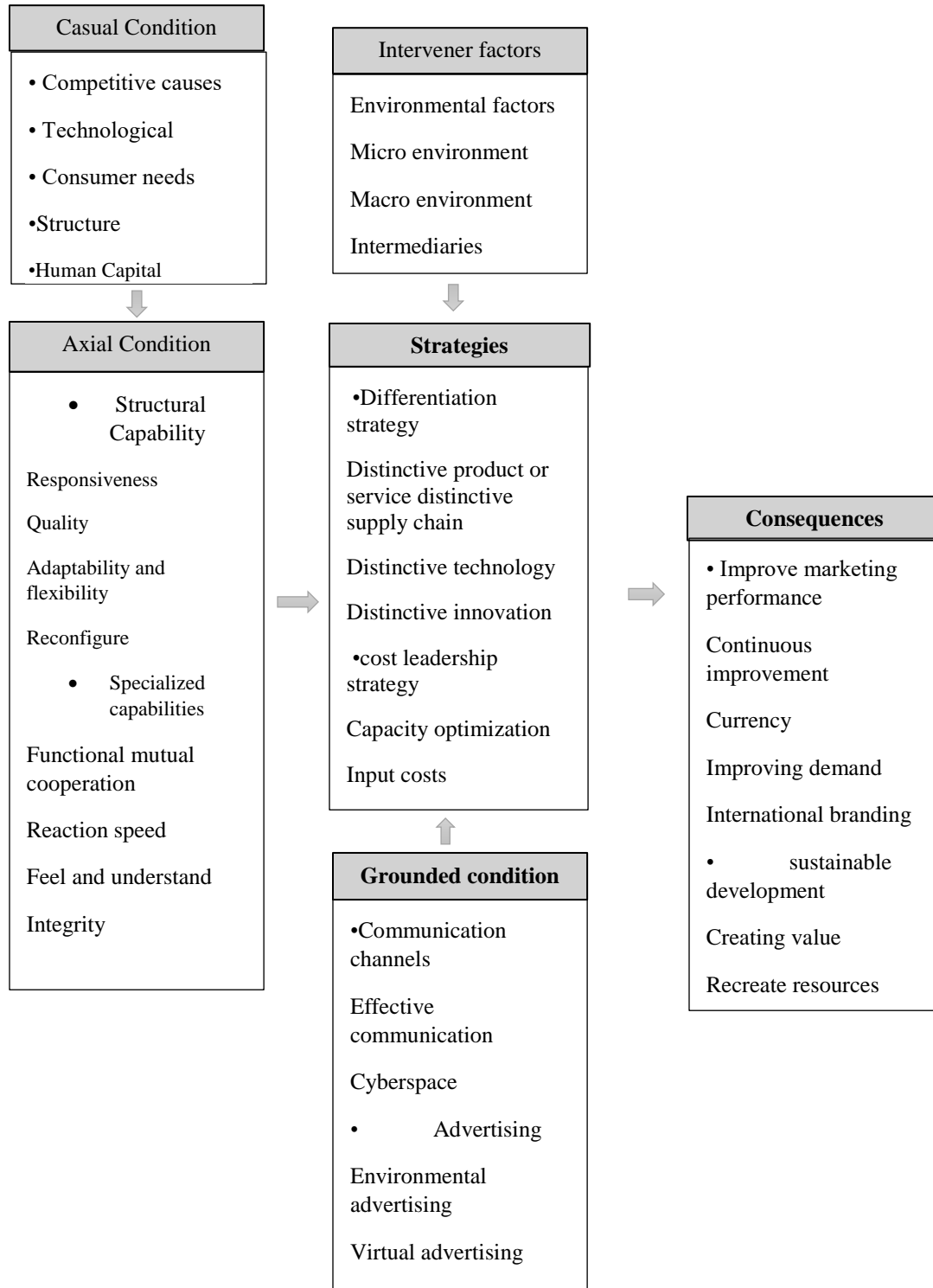
**Table 6. Agility marketing intervenors**

Category	Concept	Secondary Code
Intervenors	Environmental factors	Micro environment
		Macro environment
		Intermediaries

#### 4.7. The ultimate model of agile marketing capabilities

Finally, the paradigm model of agile marketing capability in the health tourism business was provided based on the categories derived from the interviews. Following the preparation of a paradigm model to increase credibility, the model was made available to experts in the field of

health tourism for their feedback, which mostly approved the model and their corrective opinions were used, and finally the final model of agile marketing capability was developed. It is depicted as Figure in the Iranian health tourism industry (1).



## 5. Conclusion

The current study has offered a unique conceptual model for agile marketing capability in the Iranian health tourism business, which encompasses and explains all necessary categories, dimensions, and basic components using the data strategy. In this study, an effort was made to conduct interviews with people who have appropriate expertise and understanding in the field of tourism, particularly health tourism. The finished model is being promoted as Iran's first agile marketing model in the sector of health tourism. Given the importance of health tourism in developing countries and the need to compete in today's world, an appropriate marketing strategy is required. However, the complex market conditions, the introduction of new information technologies, and the constant changes in competitive conditions in the health tourism market have resulted in the need to develop an appropriate marketing strategy. It's not easy to choose a marketing strategy, especially when some centers rely on old marketing strategies that fail, damage their competitive activities, and limit their flexibility. From a management standpoint, agile marketing has distinct advantages since managers must acquire agile marketing capabilities in order to gain the necessary skills to obtain competitive advantage and rapid adaptability to changing market and customer needs (Al-Muwai et al., 2019). Such circumstances today force relevant authorities to adopt a market-oriented perspective and to employ agile marketing strategies in marketing tourism services, particularly in the field of health tourism, as a means of achieving flexible responsiveness and gaining a competitive advantage over other countries. It's been argued that competitors use this feature to improve their marketing capabilities in response to changes and possibilities in the environment. According to the results, considering the causes and factors such as human capital, technology and accurate knowledge of customer needs, existing structures as well as competition is necessary and to implement agility in marketing in health centers related to health tourists requires strategies such as cost leadership strategy and differentiation strategy that are formed in the context or fields of advertising and appropriate and effective communication channels in this industry. In order for agility behavior to become current and institutionalized in an organization's marketing capabilities, special emphasis should be made to the reasons of such behaviors, which include human capital, technology, and precise knowledge of client needs, existing structures, and competitors. Intervening variables, which are the same environmental factors that include intermediaries, the micro and macro environment of the company, should also be identified since they have an impact on the application of marketing agility. Finally, it can be concluded from this research that paying attention to all elements is important. Introduced in the model with a systematic approach, it can lead to the realization of agile marketing capabilities in the country's health tourism business, with benefits such as improved marketing performance and long-term development. According to the research background study, no studies on agile marketing capabilities in the health tourism business have been completed, substantial studies have been conducted, or marketing capabilities have been studied alone (Silvia et al., 2020; Cacciolatti et al., 2016) Other industries have paid attention to marketing agility (Zhou et al., 2019; Hagen et al., 2019). In Iran, just a few research on marketing and customer agility in manufacturing industries (Khodadad Hosseini et al., 2015; Khodami and Osanloo, 2014) and service marketing agility in general (Khodami and Osanloo, 2014) have been undertaken (Tabatabai Nasab and Mohammadian Yazd, 2017). The literature

and knowledge in the field of effective implementation of agile marketing capability in the health tourism business can be used to enrich the causes, underlying factors, tactics, and effects of agile marketing capability. Any research will inevitably have limits because of its unique nature. This applies to the current study as well. The current research was undertaken in the realm of health tourism and was time-related. Rapid market movements must be handled with caution in order to generalize the outcomes. However, due to the enormous number of factors associated with agility, it is impossible to completely investigate them in a single model. The current study, which relied on the data technique, laid the groundwork for marketing agility in the health tourism industry. This model can be applied to other service industries in Iran, and future researchers might take note of it and compare their findings to the findings of this study. Quantitative research, on the other hand, can supplement the current study by providing a more comprehensive picture of the importance and priority of each of the dimensions and components of agile marketing capabilities.

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