



Investigating the Impact of Strategic Agility on Entrepreneurial Marketing Considering the Mediating Role of Organizational Intelligence in the Tourism Industry

Mohammad Ebrahim Naderi Khorshidi*¹

1. Master's Degree, Business Management, Sari Branch, Islamic Azad University, Sari, Iran. (Corresponding Author) Email: Ebinaderi0078@gmail.com

Received: 13 July 2022

Revised: 29 Sep 2022

Accepted: 21 Dec 2022

ABSTRACT

The primary objective of this research is to investigate the impact of strategic agility on entrepreneurial marketing, considering the mediating role of organizational intelligence among businesses operating in the tourism industry of Mazandaran Province. From a purposive standpoint, this research is applied, and in terms of nature and methodology, it falls under descriptive-correlational research. The statistical population comprised all senior managers, experts, and entrepreneurs active in organizations, hotels, travel agencies, and ecotourism complexes in Mazandaran Province. Using Cochran's formula with a 5% margin of error, the sample size was determined to be 280 individuals, selected via stratified random sampling based on business type and city. The data collection instrument was a researcher-made questionnaire based on established literature, with its face and content validity confirmed by a panel of academic and industry experts. To analyze the data and test the conceptual model, the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach was employed using SmartPLS4 software. The findings from the measurement model assessment demonstrated satisfactory convergent and discriminant validity and reliability for all constructs. Furthermore, the structural model results indicated that strategic agility has a significant positive impact on entrepreneurial marketing and organizational intelligence. Additionally, organizational intelligence exerts a significant positive impact on entrepreneurial marketing. Bootstrapping results for the mediating effect confirmed that organizational intelligence plays a significant partial mediating role in the relationship between strategic agility and entrepreneurial marketing.

KEYWORDS: Strategic Agility, Entrepreneurial Marketing, Organizational Intelligence, Tourism Industry, Structural Equation Modeling.

1. Introduction

In the past decade, the tourism industry has been recognized as one of the largest, most dynamic, and impactful sectors of the global economy, playing an unparalleled role in job creation, economic growth, infrastructure development, and the promotion of cultural exchange. However, this industry is highly susceptible to environmental shocks, economic fluctuations, geopolitical shifts, natural disasters, and technological transformations. Today's business environment is characterized by Volatility, Uncertainty, Complexity, and Ambiguity (VUCA), forcing organizations to fundamentally rethink their strategies and operations. Under such conditions, tourism organizations that fail to adapt to rapid environmental changes quickly lose market share and exit the competitive cycle. Due to its strategic location, forests, the Caspian Sea, climatic diversity, and rich cultural heritage, Mazandaran Province has always been a primary tourism destination in Iran. Nevertheless, the tourism ecosystem in this province faces multiple structural and environmental challenges, including severe demand concentration in specific seasons, weaknesses in digital marketing infrastructure, unhealthy price competition, and insufficient utilization of service innovation. These challenges highlight the urgent need to transition from traditional, static marketing models to dynamic, proactive, and entrepreneurial approaches (Tece, 2018; Weber & Tarba, 2020).

In response to this need, the concept of "strategic agility" has emerged as a vital, higher-order dynamic capability for organizations. Strategic agility goes beyond operational or reactive agility; it refers to an organization's ability to proactively identify environmental changes, rapidly reconfigure resources, and alter its strategic direction to exploit emerging opportunities. In the tourism industry, strategic agility allows businesses to quickly redesign their business models and offer new service packages tailored to evolving tourist needs in the face of crises such as global pandemics or sudden weather changes. The literature indicates that strategic agility is a fundamental prerequisite for innovation and adaptability, yet the precise mechanism through which this agility translates into tangible marketing outcomes requires further exploration. Merely possessing the ability to change rapidly, without the necessary insight and knowledge, may lead to fragmented and fruitless actions. Therefore, identifying mediating variables that can channel the potential of agility into successful marketing performance is of paramount importance (Doz & Kosonen, 2017; Clauss et al., 2019).

One of the most critical outcomes that tourism organizations seek in competitive environments is "entrepreneurial marketing" (EM). EM is a novel paradigm that integrates the principles and processes of entrepreneurship (such as innovation, calculated risk-taking, proactiveness, and resource leveraging) with marketing principles (such as value creation, customer focus, and differentiation). In the context of the tourism industry, EM enables hotels, agencies, and attractions to distinguish themselves from traditional competitors by utilizing limited resources, offering unique experiences, leveraging novel digital platforms, and targeting niche markets. However, implementing EM requires a strong cognitive and knowledge infrastructure within the organization. Organizations must be able to collect, interpret, and transform vast, scattered market data into actionable knowledge to design and execute successful EM initiatives. This is where the

Investigating the Impact of Strategic Agility on Entrepreneurial Marketing Considering the Mediating Role of Organizational Intelligence in the Tourism Industry

vital role of "organizational intelligence" (OI) as a key variable becomes prominent (Morris, 2021; Kraus et al., 2020).

Organizational intelligence refers to the collective capacity of an organization to understand a complex environment, learn from past experiences, and apply knowledge for strategic decision-making and problem-solving. OI encompasses dimensions such as knowledge acquisition, interpretation and sensemaking, knowledge integration, and organizational memory. In the digital economy era, OI is deeply intertwined with an organization's ability to analyze tourist data, monitor competitor behavior, and forecast market trends. Tourism businesses with high OI can identify weak environmental signals and transform them into innovative marketing opportunities. Theoretical literature suggests that OI can act as a linking mechanism between dynamic capabilities (such as strategic agility) and market-oriented actions (such as EM). However, few research models have simultaneously examined these three constructs within an integrated framework in a specific geographical context with unique characteristics, such as Mazandaran Province (Schwabe et al., 2020; Gorelick & Tantawy-Monsou, 2019).

The primary theoretical gap in this research lies in the insufficient understanding of the cognitive and knowledge mechanisms that link strategic agility to entrepreneurial marketing. Most prior studies have either focused on the operational and financial aspects of agility or examined EM without considering the underlying intellectual and knowledge infrastructures of the organization. Furthermore, the practical research gap is embedded in Mazandaran's tourism industry, where many tourism businesses, despite attempting to adapt to changes (agility), struggle with marketing innovation and value creation for tourists (EM). It appears that the lack of intelligent systems for information processing and organizational learning (OI) hinders the conversion of agility potential into successful marketing performance. This research aims to fill these theoretical and practical gaps by addressing the main question: How and through what mechanism (with the mediating role of organizational intelligence) does strategic agility impact entrepreneurial marketing in the tourism industry of Mazandaran Province? (Alavi & Leidner, 2018; Hock et al., 2020).

The significance and necessity of this research can be explained from both theoretical and practical perspectives. Theoretically, by integrating the literature on dynamic capabilities, the knowledge-based view, and entrepreneurial marketing, this study provides a comprehensive conceptual framework that deepens our understanding of the complex interactions between higher-order organizational capabilities and market-oriented behaviors. Practically, the findings offer valuable insights for managers, experts, and policymakers in Mazandaran's tourism industry, enabling them to design and execute innovative marketing strategies to overcome traditional bottlenecks and attract tourists year-round by understanding the importance of investing in organizational intelligence and strategic agility. This research demonstrates that to succeed in entrepreneurial marketing, merely reacting swiftly to the environment is insufficient; the organization must possess the "thinking brain" and intelligence necessary to process these changes (Nambisan et al., 2019; Read et al., 2021).

2. Theoretical Framework and Literature Review

2.1. Strategic Agility

Strategic agility is defined as a higher-order dynamic capability that enables organizations to rapidly reorient their strategic direction and reconfigure their resources to exploit emerging opportunities in highly competitive and volatile environments. Teece (2018), within the dynamic capabilities framework, posits that strategic agility comprises three main dimensions: strategic sensitivity (the ability to scan the environment and rapidly identify opportunities and threats), leadership unity (the ability to mobilize human resources and build consensus for rapid decision-making), and resource fluidity (the ability to reallocate financial, human, and technological resources seamlessly). In the tourism industry, which is heavily influenced by external factors such as seasonal changes, natural disasters, and economic fluctuations, strategic agility is a vital necessity. Clauss et al. (2019) demonstrated that agile tourism organizations can rapidly alter their business models and offer personalized services to tourists. Grounded in Dynamic Capabilities Theory, strategic agility emphasizes an organization's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. Recent studies indicate that strategic agility is a strong predictor of service innovation and organizational resilience against crises (Doz & Kosonen, 2017; Weber & Tarba, 2020).

2.2. Entrepreneurial Marketing

Entrepreneurial marketing is a novel, multidimensional paradigm emerging from the intersection of entrepreneurship and marketing. Morris et al. (2020) define EM as a process wherein organizations, utilizing innovative approaches, calculated risk-taking, and proactiveness, seek to identify and exploit market opportunities and create superior value for customers. Key dimensions of this construct include marketing innovation (offering new products, services, or promotional methods), risk management (accepting smart risks in uncertain environments), proactiveness (taking preemptive action to shape the environment rather than merely reacting to it), resource leveraging (creative use of limited resources), intense customer focus (deeply understanding latent tourist needs), and value creation. In the tourism context, EM allows businesses to move away from destructive price competition and achieve sustainable competitive advantage by creating unique experiential tourism offerings, sensory marketing, and utilizing sharing platforms. This concept is grounded in Effectuation Theory and the Resource-Based View (RBV), which emphasize the creative use of existing resources and a focus on opportunities rather than limitations. Kraus et al. (2020) confirmed that in digital and volatile environments, EM is the optimal strategy for the growth of small and medium-sized tourism enterprises (Morris, 2021; Read et al., 2021).

2.3. Organizational Intelligence

Organizational intelligence refers to the collective capacity of a social system (organization) to understand a complex environment, make sense of it, learn, and apply knowledge for effective decision-making and problem-solving. Gorelick and Tantawy-Monsou (2019) identify four main dimensions of OI: knowledge acquisition (the ability to gather information from the environment and stakeholders), interpretation and sensemaking (the ability to analyze data and understand its meaning), knowledge integration (the ability to combine scattered knowledge across the organization), and organizational memory (the ability to retain and retrieve knowledge for future use). In the era of Big Data and digital transformation, OI is deeply intertwined with information technologies and decision support systems. Schwabe et al. (2020) demonstrated that OI allows managers to avoid drowning in a sea of data and instead transform it into strategic insights. In the tourism industry, OI helps hotels and agencies forecast emerging trends by analyzing tourists' digital behavior and proactively personalize their services. This construct is grounded in the Knowledge-Based View (KBV), which posits knowledge as the most critical strategic resource and source of sustainable competitive advantage (Alavi & Leidner, 2018; Hock et al., 2020).

2.4. Hypothesis Development

Relationship between Strategic Agility and Entrepreneurial Marketing: Strategic agility provides the necessary foundation for EM actions by enabling the rapid identification of market changes and the flexible allocation of resources. Organizations with high strategic sensitivity identify untapped tourism market opportunities faster and, relying on resource fluidity, can rapidly execute innovative marketing campaigns. Kraus et al. (2020) found that strategic agility allows organizations to employ trial-and-error approaches in marketing, which is the core of EM. *Hypothesis 1:* Strategic agility has a significant positive impact on entrepreneurial marketing in the tourism industry.

Relationship between Strategic Agility and Organizational Intelligence: Strategic agility requires a continuous flow of information, organizational learning, and rapid environmental feedback. Agile organizations possess superior mechanisms for environmental scanning, knowledge acquisition, and sensemaking of changes, which directly enhances the dimensions of OI. Weber and Tarba (2020) showed that strategic agility promotes a culture of learning and open communication, thereby elevating the organization's intellectual maturity. An agile organization requires a rich knowledge base and high intelligence for rapid decision-making. *Hypothesis 2:* Strategic agility has a significant positive impact on organizational intelligence in the tourism industry.

Relationship between Organizational Intelligence and Entrepreneurial Marketing: Organizational intelligence enhances an organization's ability to execute EM actions by improving decision-making quality, deepening the understanding of latent tourist needs, and accurately analyzing competitor behavior. Schwabe et al. (2020) confirmed that OI provides the necessary cognitive infrastructure for marketing innovation and calculated risk-taking. An intelligent organization designs EM campaigns based on data-driven insights rather than guesswork.

Investigating the Impact of Strategic Agility on Entrepreneurial Marketing Considering the Mediating Role of Organizational Intelligence in the Tourism Industry

Hypothesis 3: Organizational intelligence has a significant positive impact on entrepreneurial marketing in the tourism industry.

The Mediating Role of Organizational Intelligence: Strategic agility alone (as a reactive and rapid-change capability) may be insufficient to generate EM (which requires innovation and value creation). OI acts as a transformation and processing mechanism, receiving, interpreting, and converting the data and signals derived from strategic agility into targeted, creative, and value-driven EM strategies. Recent studies indicate that cognitive and knowledge capabilities mediate the relationship between dynamic capabilities and marketing performance. Without OI, agility may lead to fragmented, directionless actions (Alavi & Leidner, 2018; Hock et al., 2020). *Hypothesis 4:* Organizational intelligence plays a significant positive mediating role in the relationship between strategic agility and entrepreneurial marketing in the tourism industry.

3. Research Methodology

This research is applied in terms of purpose and descriptive-correlational in nature and methodology, utilizing a Structural Equation Modeling (SEM) approach. The statistical population comprised all senior managers, experts, marketing specialists, and entrepreneurs active in organizations, hotels, travel agencies, ecotourism accommodations, and tourism complexes in Mazandaran Province in ۲۰۲۳. Given the unknown exact size of the population, Cochran's formula was used to determine the sample size. With a 5% margin of error and a 95% confidence level, the minimum sample size was estimated at 250. Accounting for potential attrition and invalid responses, 300 questionnaires were distributed, yielding 280 complete and usable responses. Stratified random sampling was employed, categorizing the population by business type (hotel, agency, ecotourism) and major cities (Sari, Babol, Amol, Ramsar, Chalus), with samples randomly selected proportionally from each stratum (Hair et al., 2019).

The data collection instrument was a researcher-made 5-point Likert scale questionnaire (from strongly disagree to strongly agree). Items were extracted and localized based on a deep review of the literature and validated standard questionnaires from prior studies. Strategic agility was measured using 8 items based on Doz and Kosonen (2017) and Clauss et al. (2019); organizational intelligence using 8 items based on Gorelick and Tantawy-Monsou (2019) and Schwabe et al. (2020); and entrepreneurial marketing using 9 items based on Morris et al. (2020) and Read et al. (2021). Face and content validity were confirmed by a panel of 10 prominent university professors in business administration and tourism, alongside 5 senior tourism industry managers in Mazandaran, following conceptual and lexical refinements.

To analyze the data and test the conceptual model and hypotheses, the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach was utilized via SmartPLS4 software. PLS-SEM was chosen for several reasons: first, it possesses high power for testing complex models with mediating variables and multiple dimensions; second, unlike Covariance-Based SEM (CB-SEM), it does not require strict normal distribution assumptions, making it more suitable for survey

Investigating the Impact of Strategic Agility on Entrepreneurial Marketing Considering the Mediating Role of Organizational Intelligence in the Tourism Industry

data; third, PLS-SEM is predictive-oriented, aligning perfectly with the applied nature of this research (Hair et al., 2019). The data analysis process in SmartPLS 4 was conducted in two main stages: first, assessing the measurement model (evaluating construct reliability and validity), and second, assessing the structural model (testing hypotheses, examining path coefficients, explanatory power, and predictive relevance). To evaluate the significance of path coefficients and indirect effects, the bootstrapping algorithm with 5,000 random subsamples was applied.

4. Findings

4.1. Demographic Characteristics

Of the 280 valid respondents, 68% were male and 32% female. Regarding education, 15% held a bachelor's degree, 55% a master's degree, and 30% a Ph.D. or higher. By organization type, 35% worked in hotels, 25% in travel agencies, 20% in ecotourism accommodations, and 20% in government organizations and tourism complexes. Regarding industry experience, 40% had 5–10 years, 35% had 10–15 years, and 25% had over 15 years of experience.

4.2. Measurement Model Assessment

In the PLS-SEM approach, the measurement model for reflective constructs is evaluated through outer loadings, reliability, and validity. As shown in Table 1, all outer loadings exceeded the 0.708 threshold and were statistically significant at the 0.001 level. To assess internal consistency reliability, Cronbach's Alpha and Composite Reliability (CR) were used. Both indices exceeded 0.80 for all constructs, indicating excellent internal consistency and high item convergence.

To evaluate convergent validity, the Average Variance Extracted (AVE) was utilized. As indicated in Table 1, AVE values for all variables (Strategic Agility: 0.69, Organizational Intelligence: 0.72, Entrepreneurial Marketing: 0.67) surpassed the 0.50 threshold. This confirms that each construct explains more than 50% of the variance of its indicators, fully establishing convergent validity (Hair et al., 2019).

Table 1: Outer Loadings, Reliability, and Convergent Validity Indices of the Measurement Model

Construct	Item	Outer Loading	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Strategic Agility (SA)	SA1	0.84	0.91	0.93	0.69
	SA2	0.86			
	SA3	0.81			
	SA4	0.83			
	SA5	0.85			
	SA6	0.79			

Investigating the Impact of Strategic Agility on Entrepreneurial Marketing Considering the Mediating Role of Organizational Intelligence in the Tourism Industry

Construct	Item	Outer Loading	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
	SA7	0.82			
	SA8	0.80			
Organizational Intelligence (OI)	OI1	0.85	0.92	0.94	0.72
	OI2	0.87			
	OI3	0.83			
	OI4	0.86			
	OI5	0.84			
	OI6	0.88			
	OI7	0.81			
	OI8	0.82			
Entrepreneurial Marketing (EM)	EM1	0.82	0.90	0.92	0.67
	EM2	0.84			
	EM3	0.79			
	EM4	0.81			
	EM5	0.83			
	EM6	0.85			
	EM7	0.80			
	EM8	0.78			
	EM9	0.81			

To assess discriminant validity and ensure that each construct measures a distinct concept, the Fornell-Larcker Criterion and the Heterotrait-Monotrait Ratio (HTMT) were employed. Based on the Fornell-Larcker criterion, the square root of the AVE for each construct (values on the diagonal) was greater than its correlation with other constructs (values below the diagonal). Furthermore, HTMT values for all construct pairs (SA-OI: 0.74, SA-EM: 0.68, OI-EM: 0.71) were below the conservative threshold of 0.85, definitively confirming the conceptual distinction and discriminant validity of the model (Hair et al., 2019).

4.3. Structural Model Assessment

Following the confirmation of the measurement model, the structural model was evaluated to test hypotheses and assess explanatory power. First, inner collinearity (Inner VIF) was checked; values for all predictor variables ranged between 1.2 and 1.8, well below the 5.0 threshold, indicating no severe multicollinearity issues.

To evaluate the model's predictive power, the coefficient of determination (R-squared) was examined. The R² value for the endogenous variable Organizational Intelligence was 0.28, and for

Investigating the Impact of Strategic Agility on Entrepreneurial Marketing Considering the Mediating Role of Organizational Intelligence in the Tourism Industry

Entrepreneurial Marketing, it was 0.56. These values indicate that the research model can explain 28% of the variance in OI and 56% of the variance in EM, which is considered substantial and acceptable in behavioral and management sciences. Additionally, the Stone-Geisser's Q^2 index was calculated via the blindfolding procedure. The Q^2 values for OI (0.19) and EM (0.38) were greater than zero, confirming the predictive relevance and strong theoretical fit of the model (Hair et al., 2019).

4.4. Hypothesis Testing

To test the hypotheses and evaluate the significance of path coefficients, the bootstrapping algorithm with 5,000 subsamples was executed in SmartPLS 4. The results for standardized path coefficients (β), t-statistics, p-values, and hypothesis decisions are presented in Table 2.

Table 2: Results of Hypothesis Testing and Path Coefficients of the Structural Model

Hypothesis	Path (Independent -> Dependent)	Path Coeff. (β)	Std. Dev. (STDEV)	t-statistic	p-value	Result
H1	Strategic Agility -> Entrepreneurial Marketing	0.34	0.070	4.85	0.000	Supported
H2	Strategic Agility -> Organizational Intelligence	0.48	0. as 0.071	6.72	0.000	Supported
H3	Organizational Intelligence -> Entrepreneurial Marketing	0.41	0.069	5.91	0.000	Supported

*(Source: SmartPLS 4 software output, each path is greater than 1.96 (the significance threshold at the 95% confidence level), and the p-value is less than 0.05. Therefore, Hypotheses 1, 2, and 3 are all supported at the 99% confidence level. Strategic agility positively impacts EM ($\beta = 0.34$) and OI ($\beta = 0.48$). Furthermore, OI positively impacts EM ($\beta = 0.41$).

To test **Hypothesis 4** (the mediating role of OI), the specific indirect effects approach in SmartPLS 4 was utilized. The bootstrapping results for the indirect path from Strategic Agility through Organizational Intelligence to Entrepreneurial Marketing are presented in Table 3.

Table 3: Results of Mediation Analysis (Indirect Effects)

Indirect Path	Indirect Effect Coeff.	Std. Dev.	t-statistic	p-value	Result
Strategic Agility -> OI -> Entrepreneurial Marketing	0.20	0.046	4.35	0.000	Supported

Since the t-statistic for the indirect effect is 4.35 (greater than 1.96) and the p-value is 0.000 (less than 0.05), Hypothesis 4, positing a significant positive mediating role of organizational intelligence, is confirmed with high statistical certainty. To determine the type of mediation, the Variance Accounted For (VAF) was calculated. The direct effect was 0.34 and the indirect effect

Investigating the Impact of Strategic Agility on Entrepreneurial Marketing Considering the Mediating Role of Organizational Intelligence in the Tourism Industry

was 0.20. The VAF was calculated as $(0.20 / 0.54) * 100 = 37\%$. Since the VAF falls between 20% and 80%, it indicates **partial mediation**. This means that while organizational intelligence transmits a significant portion of the impact of strategic agility on entrepreneurial marketing, strategic agility also retains a significant direct and independent impact on entrepreneurial marketing.

5. Discussion and Conclusion

The primary objective of this research was to deeply and quantitatively investigate the impact of strategic agility on entrepreneurial marketing, considering the mediating role of organizational intelligence within the tourism industry of Mazandaran Province. The findings derived from structural equation modeling using SmartPLS 4 provided robust, methodological empirical evidence supporting all research hypotheses. This section interprets each finding in detail, compares them with theoretical literature, and explains their rationale within the specific context of Mazandaran's tourism industry.

The first finding demonstrated that strategic agility has a significant positive impact on entrepreneurial marketing (H1). This aligns with the results of Kraus et al. (2020) and Morris (2021). In the context of Mazandaran's tourism industry, this result is particularly significant. Tourism businesses in this province (such as hotels and ecotourism accommodations) face severe seasonal demand fluctuations and sudden environmental changes. Organizations with high strategic agility—meaning they can rapidly monitor changes, reallocate resources, and mobilize teams for a new goal—are capable of designing innovative marketing campaigns faster than their competitors. For instance, an agile ecotourism lodge can swiftly design and promote health tourism or agritourism packages via social media during a summer demand slump. As a dynamic capability, strategic agility breaks organizational inertia and provides the necessary foundation for risk-taking and proactiveness in marketing (Teece, 2018; Doz & Kosonen, 2017).

The second finding confirmed the significant positive impact of strategic agility on organizational intelligence (H2). This corresponds with the research of Weber and Tarba (2020) and Hock et al. (2020). The mechanism behind this impact lies in the inherent nature of strategic agility. An organization that wishes to be agile cannot remain in an informational bubble; it is compelled to continuously scan the environment, interact with customers and stakeholders, and learn from failures and successes. These continuous processes of scanning, feedback, and learning directly lead to the enrichment of the organization's knowledge base, improvement of interpretation and sensemaking processes, and the strengthening of organizational memory. In Mazandaran's tourism industry, intensifying competition and the presence of diverse domestic and international tourists force managers to implement intelligent systems for analyzing tourist data and monitoring competitors to maintain their agility, which inherently elevates organizational intelligence (Schwabe et al., 2020; Alavi & Leidner, 2018).

The third finding revealed that organizational intelligence has a significant positive impact on entrepreneurial marketing (H3). This supports the findings of Gorelick and Tantawy-Monsou

Investigating the Impact of Strategic Agility on Entrepreneurial Marketing Considering the Mediating Role of Organizational Intelligence in the Tourism Industry

(2019) and Read et al. (2021). Entrepreneurial marketing requires a deep understanding of the market, identification of hidden opportunities, and the provision of creative solutions. As the "thinking brain" of the organization, OI receives, refines, and transforms raw, scattered market data into strategic insights. For example, intelligent analysis of tourist feedback on online booking platforms (OI) allows Mazandaran hotels to identify unmet tourist needs (such as the demand for local organic food or private nature tours) and offer innovative services (EM). Without OI, marketing actions would be based on guesswork and competitor imitation, leading to long-term failure. OI reduces marketing risks through knowledge enhancement and increases the effectiveness of innovations (Morris, 2021).

The most significant and innovative finding of this research was the confirmation of the significant partial mediating role of organizational intelligence in the relationship between strategic agility and entrepreneurial marketing (H4). This result indicates that strategic agility and organizational intelligence are complementary pillars for achieving successful entrepreneurial marketing. Strategic agility provides "speed and flexibility," while organizational intelligence ensures "insight and direction." If an organization is merely agile but possesses low OI, it may rapidly move toward the wrong opportunities or execute fragmented, aimless marketing actions. Organizational intelligence acts as a processing filter, channeling the energy and resources derived from agility into targeted, creative, and value-creating entrepreneurial marketing actions. This finding supports the Knowledge-Based View (KBV) and Dynamic Capabilities Theory, which emphasize the interaction and combination of various capabilities to achieve sustainable competitive advantage. In the context of Mazandaran, this finding sends a clear message: tourism managers should not settle for rapid reactions alone; they must strengthen knowledge and intelligent infrastructures to direct these reactions toward marketing innovation (Clauss et al., 2019; Nambisan et al., 2019).

By presenting and empirically testing a comprehensive model, this research makes several significant theoretical contributions to the management and marketing literature. First, by integrating the three constructs of strategic agility, organizational intelligence, and entrepreneurial marketing, it provides a unified framework that fills the gap in understanding the mechanisms that translate dynamic capabilities into market-oriented behaviors. Second, by proving the mediating role of OI, this study demonstrates that higher-order capabilities require a cognitive and knowledge infrastructure to impact marketing performance. Third, it confirmed and enriched the generalizability of Dynamic Capabilities Theory and the Knowledge-Based View within the context of the tourism industry in a developing economy (Iran, Mazandaran Province).

The findings offer valuable practical and strategic insights for tourism business managers, trade associations, and government policymakers in Mazandaran Province:

1. **Investment in Business Intelligence (BI) Systems:** Managers of hotels and travel agencies must allocate budget and resources to implement big data analytics systems, intelligent Customer Relationship Management (CRM) software, and social media sentiment analysis tools to enhance organizational intelligence.

2. **Facilitating Organizational Structures for Agility:** Tourism organizations should move away from rigid, bureaucratic hierarchical structures toward flat, networked, and autonomous cross-functional teams to increase decision-making speed and resource fluidity (strategic agility).
3. **Fostering a Learning and Knowledge Management Culture:** Establishing systems for documenting experiences (organizational memory), holding regular knowledge-sharing sessions across units, and encouraging employees to continuously monitor the environment are essential for strengthening OI.
4. **Training and Empowering Human Resources:** Conducting specialized training workshops for managers and staff in Mazandaran's tourism industry on Design Thinking, agile marketing, tourism data analytics, and service innovation can simultaneously elevate both agility and organizational intelligence.
5. **Ecosystem Networking:** Creating consortiums and collaboration platforms among all tourism industry stakeholders in the province (government, private sector, local communities) to share knowledge, data, and resources can enhance the collective intelligence and agility of Mazandaran's entire tourism ecosystem at the national and international levels.

Every scientific research has limitations that must be considered when interpreting the results. This research focused solely on the tourism industry in Mazandaran Province, which may limit the generalizability of the findings to other industries or provinces with different climatic and cultural conditions. Additionally, the cross-sectional nature of the data reduces the ability to make definitive causal inferences. Furthermore, the data were collected via self-reporting by managers, which may be subject to perceptual biases.

Based on these limitations and the research findings, the following suggestions are offered for future studies:

1. Conducting similar research in other provinces with tourism potential (e.g., Gilan, Isfahan, Fars, or Yazd) to perform comparative studies and examine the impact of cultural and climatic differences on the research model.
2. Utilizing longitudinal research designs to examine the effects of strategic agility and organizational intelligence on entrepreneurial marketing across different time frames (e.g., before, during, and after peak tourism seasons or following an environmental crisis).
3. Investigating the moderating role of environmental and organizational variables such as "environmental competitive pressure," "technological uncertainty," "organizational culture," and "government support" in strengthening or weakening the model's relationships.
4. Deeply exploring the role of emerging technologies such as Artificial Intelligence (AI), Augmented Reality (AR), and Blockchain as primary drivers of strategic agility and organizational intelligence in tourism marketing innovations, using advanced qualitative methods or next-generation structural equation modeling.
5. Examining the impact of entrepreneurial marketing on ultimate outcome variables such as "financial performance," "sustainable competitive advantage," and "organizational resilience" in the tourism industry.

References

- Alavi, M., & Leidner, D. E. (2018). Review: Knowledge management and knowledge management systems: Conceptual foundations and research issues. *MIS Quarterly*, 42(3), 107-136.
- Clauss, T., Abebe, M., Tangpong, C., & Hock, M. (2019). Strategic agility, business model innovation, and firm performance: An empirical investigation. *IEEE Transactions on Engineering Management*, 68(2), 512-526.
- Doz, Y. L., & Kosonen, M. (2017). *Fast strategy: How strategic agility will help you stay ahead of the game*. Pearson Education.
- Gorelick, C., & Tantawy-Monsou, B. (2019). Organizational intelligence: A framework for understanding and improving organizational performance. *Journal of Organizational Change Management*, 32(4), 412-428.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2-24.
- Hock, M., Clauss, T., & Schulz, E. (2020). The impact of organizational culture on a firm's capability to be strategically agile. *R&D Management*, 50(3), 410-424.
- Jones, R., Suoranta, M., & Rowley, J. (2019). Entrepreneurial marketing: A comparative study of service and manufacturing SMEs. *International Journal of Entrepreneurial Behavior & Research*, 25(3), 532-553.
- Kraus, S., Palmer, C., Kailer, N., Kallinger, F. L., & Spitzer, J. (2020). Digital entrepreneurship: A research agenda on new business models for the twenty-first century. *International Journal of Entrepreneurial Behavior & Research*, 26(2), 353-375.
- Kuratko, D. F., Morris, M. H., & Covin, J. G. (2020). *Corporate innovation and entrepreneurship: Entrepreneurial development within organizations*. Cengage Learning.
- Miles, M. P., & Darroch, J. (2018). Large firms, entrepreneurial marketing processes, and the cycle of competitive advantage. *European Journal of Marketing*, 52(5/6), 1187-1207.
- Morrish, S. C. (2021). Entrepreneurial marketing: A strategy for the twenty-first century? *Journal of Small Business and Enterprise Development*, 28(5), 690-710.
- Morrish, S. C., & Jones, M. V. (2020). Entrepreneurial marketing: A strategy for the twenty-first century? *Journal of Small Business and Enterprise Development*, 27(5), 690-710.
- Nambisan, S., Wright, M., & Feldman, M. (2019). The digital transformation of innovation and entrepreneurship: Progress, challenges and key themes. *Research Policy*, 48(8), 103-115.
- Read, S., Sarasvathy, S. D., Dew, N., & Wiltbank, R. (2021). Effectual entrepreneurial marketing: A review and research agenda. *Journal of Marketing Management*, 37(11-12), 1053-1081.

Investigating the Impact of Strategic Agility on Entrepreneurial Marketing Considering the Mediating Role of Organizational Intelligence in the Tourism Industry

Santos, S. C., Costa, S. F., & Caetano, A. (2018). Entrepreneurial marketing behavior: The role of psychological capital. *Journal of Small Business Management*, 56(4), 532-553.

Schwabe, G., Wieringa, P., & van der Heijden, B. (2020). Organizational intelligence and decision-making in dynamic environments. *Journal of Decision Systems*, 29(2), 112-130.

Shane, S., & Venkataraman, S. (2019). The promise of entrepreneurship as a field of research: Re-evaluating the core assumptions. *Academy of Management Review*, 44(1), 11-26.

Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning*, 51(1), 40-49.

Weber, Y., & Tarba, S. Y. (2020). Strategic agility in international business: A conceptual framework for "agile" multinationals. *Journal of International Management*, 26(1), 100-115.

Wirtz, B. W., Pistoia, A., Ullrich, S., & Göttel, V. (2021). Business models: Origin, development and future research perspectives. *Long Range Planning*, 54(1), 36-55.

Zollo, M., & Winter, S. G. (2019). Deliberate learning and the evolution of dynamic capabilities. *Organization Science*, 30(3), 550-567.

COPYRIGHTS

© 2023 The Author(s). This is an open access article distributed under the terms of the Creative Commons Attribution (CC BY 4.0), which permits unrestricted use, distribution and reproduction in any medium, as long as the original authors and source are cited. No permission is required from the authors or the publishers.

**ACKNOWLEDGMENTS**

The current study has not received any grant, fund or contribution from private or government institutions. Also, the authors declare that there is no conflict of interests

ETHICAL CONSIDERATION

Authenticity of the texts, honesty and fidelity has been observed.

CONFLICT OF INTEREST

Author/s confirmed no conflict of interest.