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MARKETINŠKOG OKVIRA (IMKM) U TURIZMU****DESIGNING AN INTEGRATED CROSS-CULTURAL MARKETING
FRAMEWORK (ICCM) IN THE TOURISM INDUSTRY**

SAŽETAK: Poznavanje različitih kultura i širenje interkulturalne komunikacije utječu na turizam i doprinose njegovom rastu. Ovo istraživanje provedeno je s ciljem definiranja i razvoja koncepta Integriranog međukulturalnog marketinga u turizmu. U studiji je korišten pristup mješovitih metoda: u kvalitativnoj fazi proveden je pregled literature i provedeni su intervjui sa 16 stručnjaka kako bi se postigla teorijska zasićenost, uz korištenje svrshodnog uzorkovanja temeljenog na kriterijima metodom snježne grude te su identificirane utjecajne komponente. U kvantitativnoj fazi, upitnik temeljen na rezultatima iz početne faze distribuiran je među 384 turistička vodiča, menadžera i zaposlenika turističkih agencija (korištenjem jednostavnog slučajnog uzorkovanja). Na kraju su 54 komponente organizirane u okviru Integriranog međukulturalnog marketinga i validirane od strane stručnjaka. Rezultati, osim što razjašnjavaju ključne dimenzije međukulturalnog marketinga, pružaju praktičan putokaz kreatorima politika i menadžerima za usmjeravanje na kritične nedostatke i optimalnu raspodjelu resursa.

KLJUČNE RIJEČI: turizam, međukulturalni marketing, integrirani marketing, okvir IMKM

ABSTRACT: Familiarity with diverse cultures and the expansion of intercultural communication influences the tourism industry and contributes to its growth. This research was conducted with the aim of defining and developing the concept of Integrated Intercultural Marketing in tourism. The study employed a mixed-methods approach: in the qualitative phase, a review of the literature was undertaken and interviews were conducted with 16 experts until theoretical saturation was reached using criterion-based purposive sampling with a snowball approach to identify the influential components. In the quantitative phase, a questionnaire based on the findings from the initial phase was distributed among

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384 tour guides, managers, and staff of travel agencies (using simple random sampling). Ultimately, 54 components were organized within the framework of Integrated Intercultural Marketing and validated by experts. The findings, in addition to elucidating the key dimensions of intercultural marketing, provide a practical roadmap for policymakers and managers to focus on critical gaps and allocate resources optimally.

KEYWORDS: tourism, cross-cultural marketing, integrated marketing, ICCM framework

1. UVOD

Kultura, kao skup zajedničkih vrijednosti, uvjerenja i obrazaca ponašanja, ima odličujući ulogu u upravljanju i marketingu, vršeći dubok utjecaj na donošenje odluka i interakcije, posebno u međunarodnim industrijama (Ali i Anwar, 2021). Turizam, kao jedan od najvećih i najdinamičnijih aktivnosti na svijetu, područje je gdje su te kulturne interakcije očitije nego u bilo kojoj drugoj domeni (Sarikhani *et al.*, 2021). Osim svoje ekonomske funkcije, ova aktivnost služi kao most za kulturnu razmjenu među narodima. Međutim, kulturne razlike ostaju značajna prepreka potpunom iskorištavanju potencijala turizma (Koc i Ayyildiz, 2021). Unatoč istaknutom položaju u prirodnim i povijesnim atrakcijama, Iran ima minimalan udio u globalnim prihodima od turizma, a taj problem ukazuje na nedostatke u međukulturalnom upravljanju i marketingu (Shafiee *et al.*, 2024). Uspjeh turističkih destinacija u današnjem svijetu zahtijeva precizno razumijevanje kulturnih karakteristika turista, osmišljavanje strategija usklađenih s njihovim vrijednostima i normama te stvaranje jedinstvenog iskustva za njih. To zahtijeva integrirani okvir za povezivanje kulture i marketinga (Liang *et al.*, 2022).

Prethodne studije prvenstveno su se usredotočile na ograničene aspekte međukulturalnog marketinga, ali nedostajao je sveobuhvatan model sposoban istovremeno integrirati interne i eksterne marketinške elemente s kulturnim potrebama turizma (Richards, 2018; Richards, 2020; Saydam *et al.*, 2022). Taj je jaz posebno vidljiv u zemlji poput Irana, s velikom kulturnom raznoliko-

1. INTRODUCTION

Culture, as a set of shared values, beliefs, and behavioral patterns, plays a decisive role in management and marketing, exerting a profound influence on decision-making and interactions, particularly within international industries (Ali & Anwar, 2021). The tourism industry, as one of the world's largest and most dynamic sectors, is an arena where these cultural interactions are more evident than in any other domain (Sarikhani *et al.*, 2021). Beyond its economic function, this industry serves as a bridge for cultural exchange among nations. However, cultural differences remain a significant obstacle to fully leveraging the potential of tourism (Koc and Ayyildiz, 2021). Despite its prominent position in natural and historical attractions, Iran holds a minimal share of global tourism revenue – an issue indicative of deficiencies in intercultural management and marketing (Shafiee *et al.*, 2024). The success of tourist destinations in today's world necessitates a precise understanding of tourists' cultural characteristics, the design of strategies aligned with their values and norms, and the creation of a unique experience for them. This requires an integrated framework for linking culture and marketing (Liang *et al.*, 2022).

Previous studies have primarily focused on limited aspects of intercultural marketing, but a comprehensive model capable of simultaneously integrating internal and external marketing elements with the cultural needs of the tourism industry has been lacking (Richards, 2018; Richards, 2020; Saydam *et al.*, 2022). This gap is particularly evident in a country like Iran, a country with vast

šću. Stoga, uvođenjem koncepta integriranog međukulturalnog marketinga (IMM), ova studija predlaže sveobuhvatan i praktičan okvir za upravljanje kulturnom raznolikošću i formuliranje marketinških strategija u turizmu. Identifikacijom i određivanjem prioriteta ključnih komponenti, ovaj okvir može pomoći kreatorima politika i dionicima u turizmu u osmišljavanju marketinških programa prilagođenih potrebama turista i povećanju globalne konkurentnosti Irana. U tom kontekstu, studija nastoji odgovoriti na sljedeća pitanja:

IP1: Koje su komponente i stupovi okvira međukulturalnog marketinga?

IP2: Kako su strukturirane međusobne veze između ovih komponenti?

IP3: Kako se međukulturalni marketing u turizmu može ocijeniti na temelju predloženog okvira?

cultural diversity. Therefore, by introducing the concept of Integrated Intercultural Marketing (ICM), the present study proposes a comprehensive and practical framework for managing cultural diversity and formulating marketing strategies in the tourism industry. By identifying and prioritizing the key components, this framework can assist policy-makers and tourism stakeholders in designing marketing programs tailored to the needs of tourists and enhancing Iran's global competitiveness. In this context, the study seeks to answer the following questions:

RQ1: What are the components and pillars of the intercultural marketing framework?

RQ2: How are the interconnections among these components structured?

RQ3: How can intercultural marketing in the tourism industry be evaluated based on the proposed framework?

2. PREGLED LITERATURE

2.1. Kultura i međukulturalni marketing

Kultura se dosljedno smatra ključnim čimbenikom u marketinškim studijama i imala je značajnu ulogu u uspostavljanju komunikacije i konstruktivne interakcije među dionicima (Saldanha *et al.*, 2023). Međutim, složenost i višedimenzionalna priroda kulture značile su da su njezina definicija i primjena u raznim područjima društvenih znanosti i menadžmenta oduvijek bile popraćene dvosmislenošću (Aboramadan *et al.*, 2020). Kulturne razlike, posebno u međunarodnim okruženjima, imaju izravan utjecaj na formuliranje marketinških strategija i razvoj tržišta. Promjene u potražnji potrošača, konkurentskom okruženju i društvenim kontekstima prisiljavaju poduzeća da se prilagode različitim kulturnim okruženjima. Organizacije koje mogu točno razumjeti i odraziti te razlike u svojim strategijama steći će održiviju konkurentsku prednost (Wei, 2012).

2. LITERATURE REVIEW

2.1. Culture and Cross-Cultural Marketing

Culture has consistently been regarded as a key factor in marketing studies and has played a significant role in establishing communication and constructive interaction among stakeholders (Saldanha *et al.*, 2023). However, the complexity and multidimensional nature of culture have meant that its definition and application in various fields of social sciences and management have always been accompanied by ambiguity (Aboramadan *et al.*, 2020). Cultural differences, particularly in international settings, have a direct impact on formulating marketing strategies and developing markets. Shifts in consumer demand, the competitive environment, and social contexts compel companies to adapt to diverse cultural settings. Organizations that can accurately understand and reflect these differences in their strategies will gain a more sustainable competitive advantage (Wei,

Važan aspekt je upravljanje multikulturalnim timovima i organizacijama, a istraživanja su pokazala da raznovrsni timovi mogu biti bogat izvor inovativnih ideja, što dovodi do veće inovacije i konkurentnosti. Međutim, iskorištavanje ovog potencijala zahtijeva stvaranje otvorenog i uključivog okruženja u kojem se kulturne razlike ne doživljavaju kao prijetnje, već se pretvaraju u prilike za sinergiju (Joseph i Kibera, 2019). Kulturne razlike više utječu na turizam nego na bilo koju drugu aktivnost pa tako on, osim ekonomskog, ima značaj i kao platforma za kulturne međunarodne odnose i razmjenu. Prema istraživanjima, na ponašanje turista i izbor destinacije značajno utječu čimbenici poput jezika, vrijednosti, običaja i vjerskih uvjerenja (Liu *et al.*, 2021). Novije studije ističu ulogu društvenih medija i sadržaja koje generiraju korisnici kako bi predstavili kulturne vrijednosti i privukli turiste (Mele *et al.*, 2021).

2.2. Slične studije

Brojne studije provedene su u području međukulturalnog marketinga i marketinga u turizmu, a svaka od njih ispituje ovo područje iz specifične perspektive. Tako, na primjer, De Mooij i Hofstede (2011) istražuju kako međukulturni čimbenici utječu na ponašanje turista. Kulturni čimbenici obrađeni u ovoj studiji uključuju: kulturne razlike, nacionalne i regionalne kulture, stavove i vrijednosti, stilove putovanja te percepciju usluga i očekivanja. Araghy *et al.* (2022) razvili su i predložili model kulturnog marketinga utemeljen na kulturnim elementima turističke destinacije. Njihovo istraživanje identificiralo je i ispitalo 20 različitih kulturnih komponenti, koje su potom poslužile kao temeljni okvir za izgradnju modela kulturnog marketinga. Manrai i Manrai su u studiji iz 2011. godine istraživali utjecaj Hofstedeovih kulturnih dimenzija na ponašanje turista i ponudili konceptualni okvir za bolje razumijeva-

2012). One important aspect of this is managing multicultural teams and organizations. Research has shown that diverse teams can be a rich source of innovative ideas, leading to increased innovation and competitiveness. However, leveraging this potential requires creating an open and inclusive environment where cultural differences are not perceived as threats but are transformed into opportunities for synergy (Joseph and Kibera, 2019). Among various industries, tourism is more affected by cultural differences than any other sector. Beyond its economic significance, this industry provides a platform for cultural interaction and exchange among nations. Research has demonstrated that factors such as language, values, customs, and religious beliefs significantly influence tourist behavior and destination choice (Liu *et al.*, 2021). More recent studies have also highlighted the role of social media and user-generated content in representing cultural values and attracting tourists (Mele *et al.*, 2021).

2.2. Similar Studies

Numerous studies have been conducted in the field of intercultural marketing and marketing within the tourism industry, each examining this area from a specific perspective. For example: De Mooij and Hofstede (2011) examine how intercultural factors influence tourist behavior. The cultural factors addressed in this study include: cultural differences, national and regional cultures, attitudes and values, travel styles, and the perception of services and expectations. Araghy *et al.* (2022) developed and proposed a cultural marketing model grounded in the cultural elements of a tourist destination. Their research identified and examined 20 distinct cultural components, which subsequently served as the foundational framework for constructing the cultural marketing model. Manrai and Manrai, in a 2011 study, investigated the influence of Hofstede's cultural dimensions on tourist behavior and provided a

nje tog odnosa. U području turizma, Herbig (1998) je također ispitao učinke kulture na marketing, pokazujući kako duboko razumijevanje različitih kultura može doprinijeti uspješnom privlačenju turista. Bingol i Herdagdelen (2007) te Baumann (2002) bavili su se značajem prepoznavanja kulturnih razlika za uspjeh na međunarodnim tržištima tvrdeći da međukulturalni marketing zahtijeva duboko razumijevanje kulturnih elemenata poput jezika, običaja, religije i tradicije kako bi ti čimbenici mogli poslužiti kao konkurentska prednost. Nadalje, ispitujući utjecaj kulture na ponašanje kupaca, Rosell (2009) je pokazao da precizno razumijevanje kulturnih elemenata može dovesti do poboljšanja marketinških strategija. Ova istraživanja izričito naglašavaju da su primjena marketinških principa na upravljanje kulturom i komunikaciju s kupcima iz različitih kultura bitni uvjeti za uspjeh međukulturalnog marketinga.

2.3. Teorijski okviri

Pregled prethodnih istraživanja pokazuje da se, iako je odnos između kulture i marketinga ispitivan u različitim dimenzijama, sveobuhvatan okvir koji istovremeno integrira interne i eksterne marketinške dimenzije s kulturnim čimbenicima rijetko navodi. Nadalje, značajan broj istraživanja, posebno u području turizma, usredotočio se samo na određene kulturne elemente bez usvajanja holističke perspektive o toj temi. Očito je da je potreba za holističkim pristupom jasno razvidna u zemljama s velikom kulturnom raznolikošću kao što je Iran. Jedan od preduvjeta za razvoj integriranog modela međukulturalnog marketinga je identifikacija i korištenje valjanih ljestvica iz postojeće literature (Sarikhani Khorrami *et al.*, 2025). U tom smislu, razmatrana su sljedeća dva glavna teorijska okvira:

conceptual framework for better understanding this relationship. In the domain of tourism, Herbig (1998) also examined the effects of culture on marketing, demonstrating how a deep understanding of different cultures can contribute to successfully attracting tourists. Bingol and Herdagdelen (2007) and Baumann (2002) have addressed the importance of recognizing cultural differences for success in international markets. They argue that intercultural marketing requires a deep understanding of cultural elements such as language, customs, religion, and traditions, so that these factors can be used as a competitive advantage. Furthermore, Rosell (2009), by examining the influence of culture on customer behavior, demonstrated that a precise understanding of cultural elements can lead to the improvement of marketing strategies. These studies specifically emphasize that applying marketing principles to cultural management and communicating with customers from different cultures are essential requirements for success in intercultural marketing.

2.3. Theoretical Frameworks

A review of previous research indicates that while the relationship between culture and marketing has been examined in various dimensions, a comprehensive framework that simultaneously integrates internal and external marketing dimensions with cultural factors has seldom been provided. Furthermore, a significant portion of the studies, particularly in the field of tourism, have focused only on certain cultural elements without adopting a holistic perspective on the subject. Obviously, the need for a holistic approach is clearly evident in countries with vast cultural diversity such as Iran. One of the prerequisites for developing an integrated intercultural marketing model is identification and utilization of valid scales from the existing literature (Sarikhani Khorrami *et al.*, 2025). In this regard, the following two main theoretical frameworks have been considered:

- Doyle (1995) je predstavio prikladne strategije za poboljšanje i pojednostavljenje marketinga u novom dobu. Članak navodi nove marketinške odgovornosti kroz koncepte kao što su: zagovaranje orijentacije na kupca, identificiranje i procjena tržišnih prilika, primjena logike strateškog planiranja u marketingu, korištenje principa motivacije i komunikacije te interno i eksterno umrežavanje. Nakon što je identificirao i mapirao ključne procese organizacije, Doyle je dalje identificirao i definirao ključne odnose između marketinga i kulture. Nakon toga, uokvirio je te bitne kulturne odnose u sedam dimenzija: kulturu konkurenata, kulturu kupaca, kulturu dobavljača, kulturu dioničara, kulturu zajednice i njezinih institucija, kulturu zaposlenika i kulturu strukture. Te se ljestvice koriste u ovom istraživanju kao temeljni stupovi međukulturalnog marketinga.
- Iz perspektive kulturnih promjena, SOS model (Simon, 2005) uvodi šest ključnih čimbenika kao utjecajne elemente na organizacijsku kulturu: tehnologiju, programe i strategije, sustave nagrađivanja, strukture praćenja i evaluacije, društvene strukture i okruženje. Ove su ljestvice korištene u ovoj studiji kako bi se obogatile kulturne dimenzije modela.
- Doyle (1995) introduced suitable strategies for enhancing and streamlining marketing in new era. The article outlines new marketing responsibilities through concepts such as championing customer orientation, identifying and evaluating market opportunities, applying the logic of strategic planning in marketing, utilizing principles of motivation and communications, and internal and external networking. After identifying and mapping an organization's core processes, Doyle proceeded to identify and delineate the key relationships required between marketing and culture. Thereafter, he framed these essential cultural relationships across seven dimensions: the culture of competitors, the culture of customers, the culture of suppliers, the culture of shareholders, the culture of the community and its institutions, the culture of employees, and the culture of the structure. These scales were employed as the foundational pillars of intercultural marketing in the present study.
- The SOS Model (Simon, 2005): From the perspective of cultural change, this model introduces six key factors as influential elements on organizational culture: technology, programs and strategies, reward systems, monitoring and evaluation structures, social structures, and the environment. These scales were utilized in the present study to enrich the cultural dimensions of the model.

Integracijom ovih dvaju modela formirana je osnova za izdvajanje ljestvica korištenih u ovoj studiji te je omogućen prijedlog sveobuhvatnijeg okvira za integrirani međukulturalni marketing u turizmu. Iako su oba modela pojedinačno korištena u turističkoj literaturi, malo studija razmatralo ih je u kombinaciji kako bi se izgradio holistički okvir. Upravo taj jaz predstavlja značajan istraživački nedostatak koji ovo istraživanje nastoji popuniti.

The integration of these two models formed the basis for extracting the scales used in the present study and enabled the proposal of a more comprehensive framework for Integrated Intercultural Marketing in the tourism industry. While both models were used individually in tourism literature, few studies considered them conjointly to construct a holistic framework. This very gap constitutes a significant research void that the present study seeks to address.

3. METODOLOGIJA

U ovom istraživanju primijenjen je i usvojen deskriptivno-analitički pristup temeljen na sekvencijalnom istraživačkom dizajnu mješovitih metoda. To znači da su prvo prikupljeni i analizirani kvalitativni podaci kako bi se izlučio i formulirao okvir, a zatim su rezultati ove faze pretvoreni u kvantitativni mjerni instrument za procjenu i menadžersko određivanje prioriteta unutar ciljane populacije. U ovoj fazi cilj je bio razviti konceptualni okvir, a nije specificiran niti testiran model mjerenja latentnih varijabli. Stoga nisu korištene istraživačke/potvrđne faktorske analize (EFA/CFA), a valjanost sadržaja utvrđena je stručnom prosudbom i fokus grupama.

U kvalitativnoj fazi, istraživanje je imalo za cilj identificirati čimbenike koji utječu na međukulturalni marketing u turizmu. Populacija ove faze uključivala je prijašnja istraživanja i stručnjake iz područja turizma i marketinga. Uzorkovanje je provedeno metodom kriterijskog svrhovitog uzorkovanja s pristupom snježne grude do postizanja teorijske zasićenosti. Kriteriji za uključivanje zahtijevali su minimalno pet godina relevantnog iskustva u jednom od područja marketinga destinacije, upravljanja agencijama, turističkog vođenja ili donošenja kulturnih politika. U istraživanju je sudjelovalo 16 stručnjaka, a podaci su skupljeni uz korištenje istraživačkih kontrolnih lista, otvorenih pitanja i polustrukturiranih intervjuja. Po dobivanju informiranog pristanka i osiguranja povjerljivosti, intervjui su snimljeni i transkribirani. Za organiziranje koncepata i formiranje klastera korišten je Dijagram afiniteta. Održano je nekoliko sesija fokus grupa sa stručnjacima (dvije grupe od po osam sudionika u različitim sastavima) da bi se pročistila i finalizirala struktura. Kvaliteta i unutarnja valjanost podataka osigurani su triangulacijom izvora podataka (pregled literature, dubinski intervjui i fokus grupe), a članovi su provjeravani prema

3. METHODOLOGY

This study applies and adopts a descriptive-analytical approach based on a sequential exploratory mixed-methods design. This means that qualitative data were first collected and analyzed to extract and formulate the framework, and then the findings from this phase were translated into a quantitative measurement instrument to be evaluated and managerially prioritized within the target population. At this stage, the objective was to develop a conceptual framework, and no latent-variable measurement model was specified or tested; therefore, exploratory/confirmatory factor analyses (EFA/CFA) were not employed, and content validity was established through expert judgment and focus-group sessions.

In the qualitative phase, the study aimed to identify factors influencing intercultural marketing in the tourism industry. The population for this phase consisted of previous research and experts in the fields of tourism and marketing. Sampling was conducted through criterion-based purposive sampling with a snowball approach until theoretical saturation was achieved. The inclusion criteria required a minimum of five years of relevant experience in one of the following areas: destination marketing, agency management, tour guiding, or cultural policy-making. Ultimately, 16 experts were included in the study. The data were collected using study checklists, open-ended questions, and semi-structured interviews. After obtaining an informed consent and ensuring confidentiality, the interviews were recorded and transcribed. To organize the concepts and form clusters, an Affinity Diagram was utilized. Several focus group sessions (two groups of eight participants each, with different compositions) were held with specialists to refine and finalize the structure. The quality and internal validity of the data were ensured through data source triangulation (literature review, in-depth interviews, and focus groups), and member checks were employed where necessary. The output

potrebi. U ovoj fazi utvrđene su 54 glavne komponente okvira IMM-a.

U fazi integracije (izgradnja), konačne komponente pretvorene su u mjerljive stavke te je dizajniran kvantitativni upitnik. Ovaj instrument mjeri dvije dimenzije za svaku od 54 komponente: Važnost (Trebalo bi) i Razinu Implementacije/Izvršenja (Trenutni status). Ljestvica koja odgovara za obje dimenzije ujednačena je na pet stupnjeva, s razlikom da je za dimenziju Važnosti raspon od 1 = Nevažno do 5 = Vrlo važno, a za dimenziju Implementacija od 1 = Vrlo nisko do 5 = Vrlo visoko. Ispitanici su zamoljeni da daju dva neovisna odgovora za svaku. Kako bi se osigurala čitljivost i učinkovitost instrumenta, provedena je pilot verzija, a na temelju povratnih informacija o jasnoći teksta, vremenu dovršetka i potencijalnim pogreškama, provedene su potrebne provjere.

Kvantitativna faza provedena je kako bi se operativno validirao okvir i odredili prioriteta pokazatelja. Statistička populacija sastojala se od turističkih vodiča, menadžera i osoblja putničkih agencija te drugih turističkih stručnjaka u Iranu. Kako bi se poboljšala generalizacija rezultata, uzorkovanje je provedeno jednostavnom slučajnom metodom temeljenom na evidencijama turističkih djelatnika i službenim bazama podataka, uzimajući u obzir minimalnu geografsku disperziju. Veličina uzorka određena je Cochranovom formulom u uvjetima maksimalne nesigurnosti, što je u konačnici rezultiralo prikupljanjem 384 upitnika pogodnih za analizu. Kriteriji uključivanja zahtijevali su aktivno zaposlenje u sustavu turizma i minimalnu dob od 18 godina, dok su kriteriji isključenja uključivali nepotpune odgovore u opsegu većem od 20 % ili otkrivanje nevažnog obrasca odgovora. Podaci su analizirani pomoću SPSS softvera i deskriptivnih statističkih metoda, a validacija je provedena na dvije razine. Na prvoj je valjanost sadržaja procijenjena stručnom procjenom i potvrđena na temelju konsenzusa, a na drugoj su pouzdanost instrumenta i konzistentnost

of this phase was the identification of 54 key components of the ICM framework.

At the integration (building) stage, the final components were converted into measurable items and a quantitative questionnaire was designed. This instrument measures two dimensions for each of the 54 components: Importance (Should-Be) and Implementation/Execution Level (Current Status). The response scale for both dimensions is a uniform five-point scale, with the distinction that for the Importance dimension, it ranges from 1 = Unimportant to 5 = Very Important, and for the Implementation dimension, it ranges from 1 = Very Low to 5 = Very High. The respondents were asked to provide two independent responses for each dimension. To ensure the readability and efficiency of the instrument, a pilot version was administered, and necessary revisions were applied based on the feedback regarding text clarity, completion time, and potential errors.

The quantitative phase was conducted to operationally validate the framework and prioritize the indicators. The statistical population consisted of tour guides, managers and staff of travel agencies, and other tourism professionals in Iran. To enhance the generalizability of the results, sampling was performed using a simple random method based on industry registries and official databases, with minimal geographical dispersion taken into account. The sample size was determined using Cochran's formula under conditions of maximum uncertainty, ultimately resulting in the collection of 384 analyzable questionnaires. The inclusion criteria required active employment in the tourism sector and a minimum age of 18, while exclusion criteria included incomplete responses exceeding 20 % or the detection of an invalid response pattern. The data were analyzed using SPSS software and descriptive statistical methods and validation was pursued at two levels. First, content validity was assessed through expert judgment and confirmed based on consensus criteria. Second, instrument reliability and response consistency were measured using

odgovora mjerene pomoću Cronbachovog alfa koeficijenta, gdje je α bio 0,874 za matricu važnosti, 0,785 za matricu implementacije/intenziteta i 0,824 za cijeli upitnik. Sve su vrijednosti prelazile zajednički prag od 0,70 (prihvatljivo), a u dva slučaja su prelazili 0,80 (dobro). Nadalje, za procjenu operativnog statusa komponenti, podaci su prikazani na matrici važnosti i implementacije, a jaz za svaku komponentu izračunat je kao njezina udaljenost od idealne linije $y = x$. Opća formula za udaljenost od točke do linije $ax + by + c = 0$ je:

$$\frac{|ax + by + c|}{\sqrt{a^2 + b^2}}$$

što se pojednostavljuje na $|A - I|/\sqrt{2}$ za pravac $y = x$. Komponente s većom udaljenošću smatrale su kritičnima, a na temelju pravila od deset najboljih, one komponente koje imaju najveću udaljenost dobile su prednost za poboljšanje. Promatrano u cjelini, ovi postupci u skladu s kvalitativnom konceptualnom prirodom okvira pokazuju odgovarajuću valjanost sadržaja i pouzdanost instrumenta, što metodološki opravdava nekorisćenje istraživačke/konfirmacijske faktorske analize s obzirom na to da model mjerenja latentnih varijabli nije bio ni specificiran ni testiran u ovoj fazi.

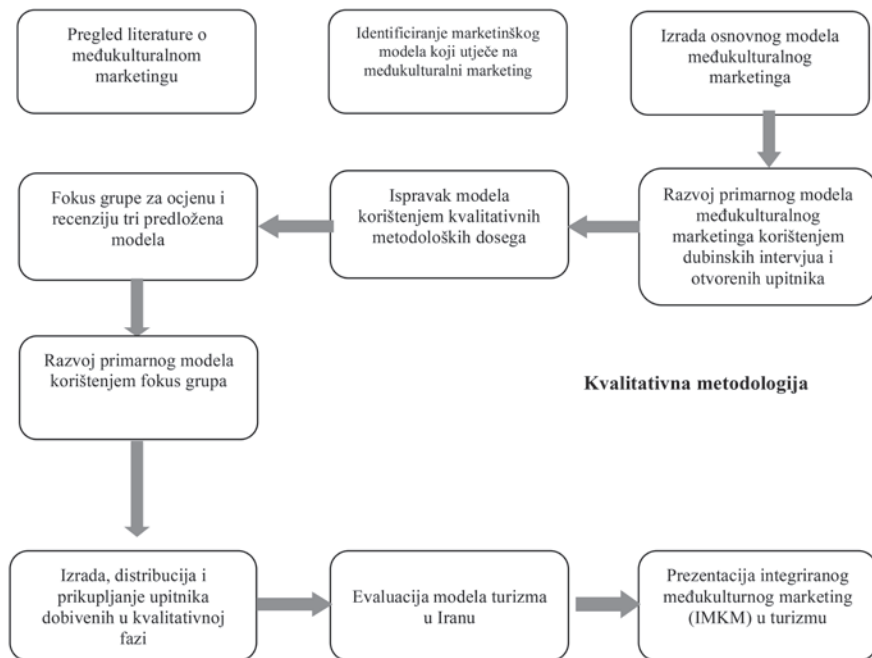
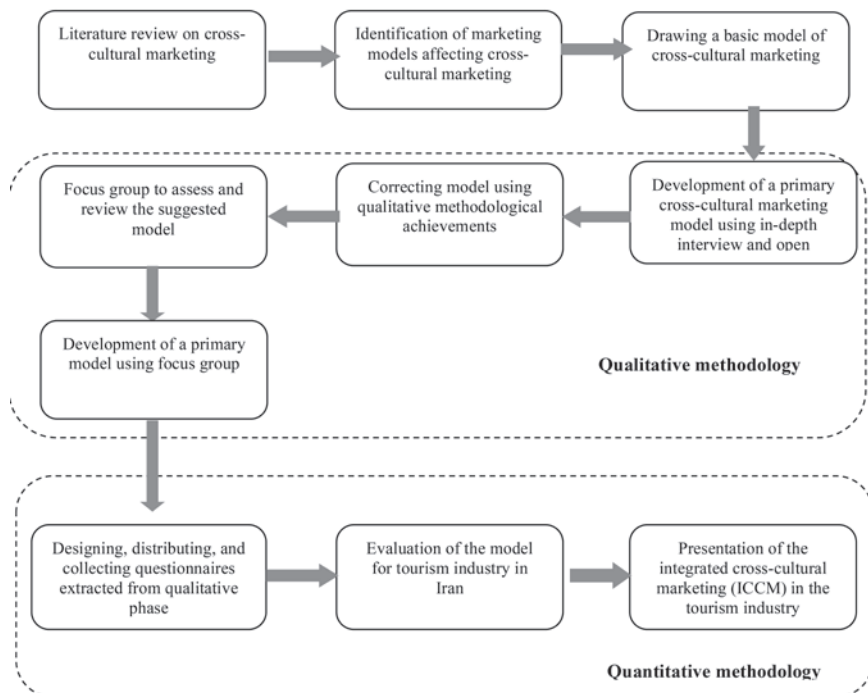
U svim su se fazama uzimali u obzir etički aspekti – uključujući dobivanje informiranog pristanka, osiguranje povjerljivosti i anonimizacije, pravo na odustajanje od pristanka i sigurnu pohranu podataka. Cjelokupni proces istraživanja prikazan je na Slici 1.

Cronbach's alpha where α was 0.874 for the importance matrix, 0.785 for the implementation/intensity matrix, and 0.824 for the entire questionnaire—all exceeding the common threshold of 0.70 (acceptable) and, in two cases, surpassing 0.80 (good). Furthermore, to evaluate the operational status of the components, the data were plotted on an importance-implementation matrix, and the gap for each component was calculated as its distance from the ideal line $y = x$. The general formula for the distance from a point to the line $ax + by + c = 0$ is:

$$\frac{|ax + by + c|}{\sqrt{a^2 + b^2}}$$

which simplifies to $|A - I|/\sqrt{2}$ for the line $y = x$. Components with a greater distance were considered critical, and based on the Top-10 rule, the ten components with the largest distance were prioritized for improvement. Taken together, these procedures consistent with the qualitative conceptual nature of the framework demonstrate adequate content validity and instrument reliability making the disuse of exploratory/confirmatory factor analysis methodologically justified given that a latent-variable measurement model was neither specified nor tested at this stage.

Throughout all stages, ethical considerations—including obtaining informed consent, ensuring confidentiality and anonymization, the right to withdraw, and secure data storage—were observed. The overall research process is illustrated in Figure 1.

Slika 1: Proces istraživanja*Figure 1: Research process*

4. REZULTATI

U ovome odjeljku obrađuju se istraživačka pitanja i rezultati analize podataka.

4.1. Identifikacija komponenti Integriranog međukulturalnog marketinga

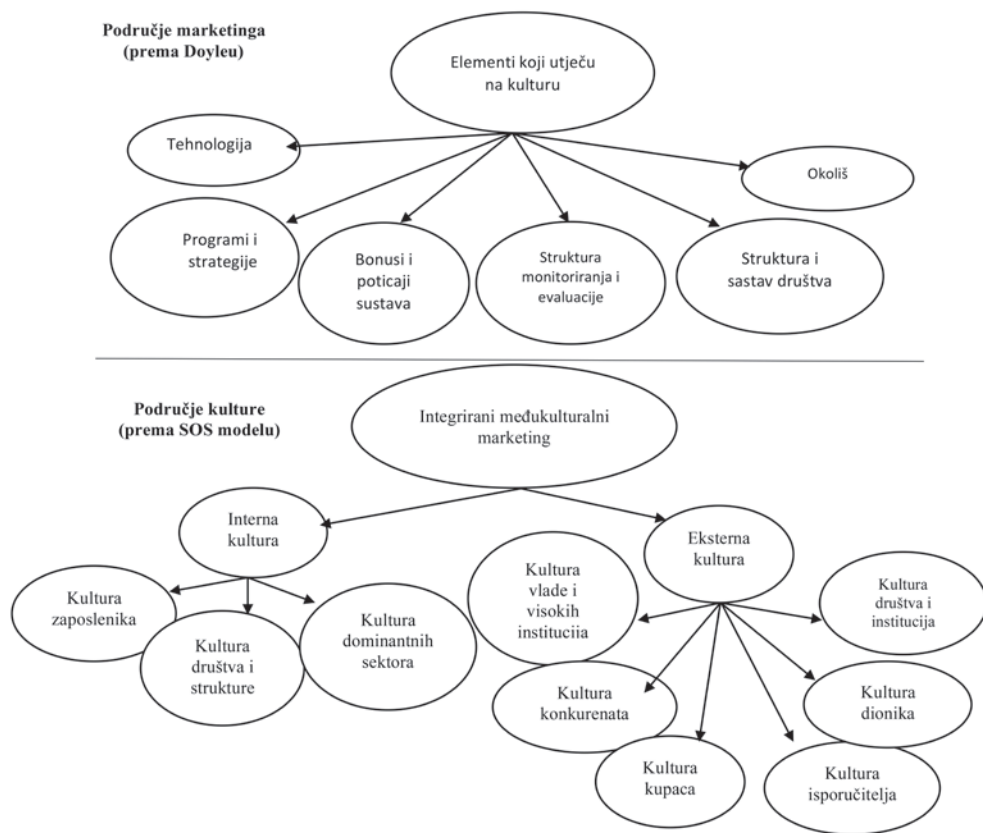
Prvo istraživačko pitanje bilo je sljedeće: koje su komponente međukulturalnog marketinga? Za odgovor na ovo pitanje korištene su dvije teorijske osnove: devet komponenti kulturnog marketinga iz Doyleovog modela (1995) i šest kulturnih čimbenika iz SOS modela (Simon, 2005), koji su prethodno predstavljani u pregledu literature. U početnoj fazi, uzimajući u obzir logiku integriranog marketinga koja obuhvaća i unutarnje i vanjske aspekte organizacije (Armstrong *et al.*, 2018), kulturni marketing (komponente Doyleovog modela) podijeljen je u dvije glavne kategorije: vanjski kulturni marketing i unutarnji kulturni marketing. Elementi povezani s vanjskim okruženjem, poput kulture vlade i uzvodnih institucija, kulture konkurenata, kulture kupaca, kulture dobavljača i kulture zajednice, klasificirani su pod vanjski kulturni marketing. Suprotno tomu, elementi unutarnje prirode, poput kulture zaposlenika, kulture strukture i kulture koja upravlja ključnim jedinicama, kategorizirani su pod unutarnji kulturni marketing. SOS model služi kao organizacijska osnova za kulturni dio modela. To znači da su kulturni pokazatelji i metrike također izvedeni iz modela SOS. Komponente spomenute u tom modelu predstavljaju čimbenike koji utječu na formiranje i usmjeravanje organizacijske kulture. Prema logici koja je u osnovi dizajna okvira integriranog međukulturalnog marketinga (IMM), sveobuhvatna struktura modela prikazana je na Slici 2.

4. FINDINGS

This section addresses the research questions and the results of data analysis.

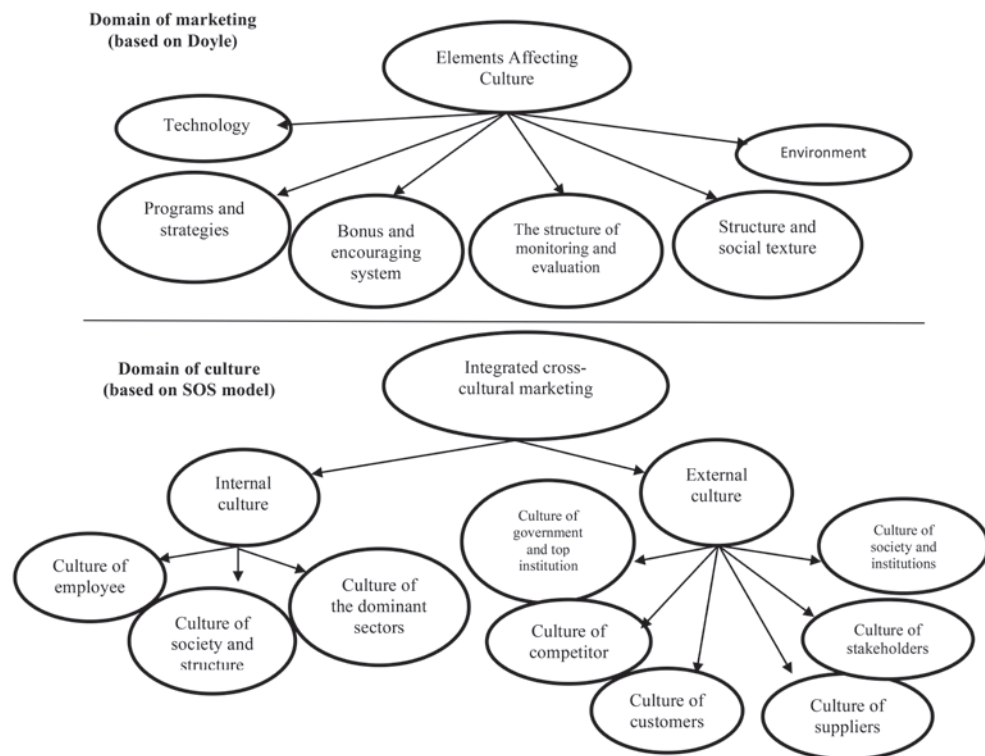
4.1. Identification of Integrated Cross-cultural Marketing components

The first research question was as follows: What are the components of cross-cultural marketing? To address this question, two theoretical foundations were utilized: the nine components of cultural marketing from Doyle's model (1995) and the six cultural factors from the SOS model (Simon, 2005), which were previously introduced in the literature review. In the initial stage, considering the logic of integrated marketing which encompasses both internal and external aspects of the organization (Armstrong *et al.*, 2018). Cultural marketing (the components of Doyle's model) was divided into two main categories: external cultural marketing and internal cultural marketing. The elements related to the external environment, such as the culture of the government and upstream institutions, the culture of competitors, the culture of customers, the culture of suppliers, and the culture of the community, were classified under external cultural marketing. Conversely, elements with an internal nature, such as the culture of employees, the culture of structure, and the culture governing core units, were categorized under internal cultural marketing. The S.O.S model serves as the organizing basis for the cultural section of the model. This means that the cultural indicators and metrics were also derived from the S.O.S model. The components mentioned in the S.O.S model represent the factors influencing the formation and guidance of organizational culture. According to the logic underlying the design of the Integrated Intercultural Marketing (ICM) framework, the comprehensive structure of the model is as illustrated in Figure 2.

Slika 2: Struktura sveobuhvatnog modela

U drugoj fazi ova kategorizacija (interna/eksterna) i komponente Simonovog SOS modela predstavljene su stručnjacima i specijalistima. Od njih se tražilo da mapiraju čimbenike koji utječu na kulturu, a koji uključuju tehnologiju, programe i strategije, sustave nagrađivanja, strukture praćenja i evaluacije, društvene strukture i okruženje, na svaki stup kulturnog marketinga. Ti stupovi sastoje se od kulture vlade i nadzornih tijela, kulture konkurenata, kulture kupaca, kulture dobavljača, kulture dioničara, kulture zajednice i njezinih institucija, kulture zaposlenika, kulture strukture i kulture koja upravlja ključnim jedinicama. Postupak je proveden metodom fokus grupe tijekom tri uzastopne sesije. Dvije grupe, svaka sastav-

In the second stage, this categorization (internal/external) and the components of Simon's SOS model were presented to experts and specialists. They were asked to map the factors influencing culture that include technology, programs and strategies, reward systems, monitoring and evaluation structures, social structures, and the environment onto each pillar of cultural marketing. These pillars consist of the culture of the government and overseeing bodies, the culture of competitors, the culture of customers, the culture of suppliers, the culture of shareholders, the culture of the community and its institutions, the culture of employees, the culture of structure, and the culture governing core units. This process was conducted using

Figure 2: Structure of Comprehensive Model

ljena od osam sveučilišnih profesora i specijaliziranih stručnjaka, sudjelovale su u raspravama i približile svoje perspektive kako bi postigle konsenzus o zajedničkom skupu stavki. Rezultat ove teorijsko-ekspertne integracije bila je definicija 54 konačne komponente za stupove interkulturalnog marketinga, detaljno opisane u dodatku (Tablica A1). Drugim riječima, Tablica A1 prikazuje usklađenost logike integriranog marketinga (internog/eksternog), stupova interkulturalnog marketinga i čimbenika koji utječu na kulturu. Integracijom ovih triju izvora konstruiran je okvir Integriranog interkulturalnog marketinga (IMM). Primarna inovacija ovog modela leži u sustavnom povezivanju marketinških stupova s kulturnim čimbe-

the focus group method over three consecutive sessions. Two groups, each comprising eight university professors and professional specialists, engaged in discussions and converged their perspectives to reach a consensus on a common set of items. The outcome of this theoretical-expert integration was the definition of 54 final components for the pillars of intercultural marketing, detailed in the appendix (Table A1). In other words, Table A1 illustrates how the logic of integrated marketing (internal/external), the pillars of intercultural marketing, and the factors influencing culture are aligned. Through the integration of these three sources, the Integrated Intercultural Marketing (ICM) framework was constructed. The primary innovation of

nicima i njihovoj transformaciji u mjerljive, operativne pokazatelje. Ovaj pristup omogućuje sveobuhvatnu procjenu stanja interkulturalnog marketinga u turizmu.

4.2. Osmišljavanje okvira koncepta integriranog interkulturalnog marketinga

Kako bi se odgovorilo na drugo istraživačko pitanje (Kakav je odnos između ovih komponenti i konceptualnog modela međukulturalnog marketinga?) na temelju Tablice A1, predloženi okvir ovog istraživanja pod nazivom „Integrirani interkulturalni marketing (IMM)“ prikazan je u dodatku (Slika A1).

Nakon analize rezultata literature korištenjem pristupa dijagrama afiniteta, razvijen je i predložen integrirani model međukulturalnog marketinga (Slika 3). Ovaj model, čiju su valjanost provjerile dvije skupine od osam stručnjaka s bogatim iskustvom, organizira povezane motivacije u kategorije na temelju zajedničkih atributa ili osobina. To je vrijedan alat za *brainstorming*, koji proizlazi iz konceptata povezanih s Potpunim upravljanjem kvalitetom. Pomaže u poticanju kreativnosti i pružanju logičke perspektive o problemu i olakšava grupiranje zapažanja o problemu u klastere koji dijele logičke veze. Dijagram je zapravo alat za prikupljanje velikog broja ideja, mišljenja i izjava te njihovo organiziranje u različite skupine na temelju prirodnih odnosa među njima (Shafiee *et al.*, 2020).

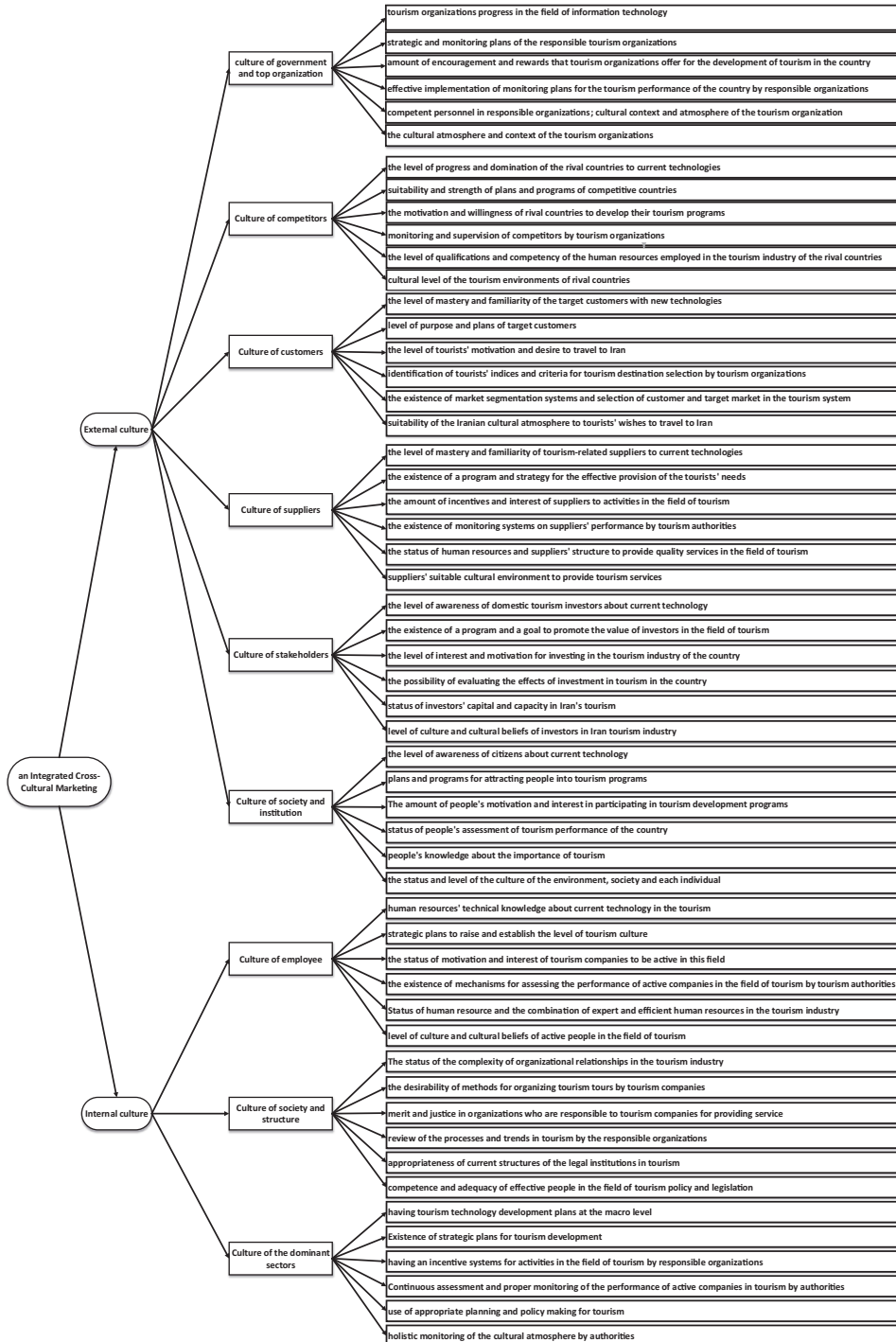
this model lies in its systematic linkage of marketing pillars with cultural factors and their transformation into measurable, operational indicators. This approach enables a comprehensive assessment of the state of intercultural marketing within the tourism industry.

4.2. Designing an Integrated Cross-Cultural Marketing Concept framework

In order to answer the second research question (What is the relationship between these components and the conceptual model of cross-cultural marketing?), based on Table A1, the proposed framework of this research, entitled “Integrated Intercultural Marketing (ICM)”, is presented in the appendix (Figure A1).

After analyzing the literature results using the Affinity Diagram approach, an integrated cross-cultural marketing model (Figure 3) was developed and proposed. This model that was validated by two groups of eight experts with extensive experience organizes the related motivations into categories based on common attributes or traits. It is a valuable tool for brainstorming, drawn from concepts related to Total Quality Management fostering creativity and providing a logical perspective on the issue at hand. It also facilitates the grouping of observations about a problem into clusters that share logical connections. In essence, this diagram is a tool for collecting a large number of ideas, opinions and statements while organizing them into distinct groups based on their natural relationships (Shafiee *et al.*, 2020).

Slika 3: Dijagram afiniteta / Figure 3: Affinity diagram



4.3. Status integriranog međukulturalnog marketinga u turizmu

Treće istraživačko pitanje odnosilo se na razinu međukulturalnog marketinga u turizmu temelju izdvojenog okvira ovog istraživanja. Kako bi se procijenio status međukulturalnog marketinga u turizmu, nakon što je izdvojen konačni okvir, validirane su njegove komponente i elementi te je dizajniran kvantitativni istraživački upitnik. Nakon prikupljanja podataka, analizirana je pojava integriranih pokazatelja međukulturalnog marketinga na temelju njihovog intenziteta i važnosti. Korištenjem statistike srednje vrijednosti, prikazane su dvije odgovarajuće dvodimenzionalne matrice (Tablica 1).

4.3. The status of integrated cross-cultural marketing in the tourism industry

The third research question regarded the level of cross-cultural marketing in the tourism industry based on the extracted framework of this research. In order to evaluate the status of cross-cultural marketing in the tourism industry after extracting the final framework its components, and elements were validated. Then a quantitative research questionnaire was designed. After data collection, the occurrence of integrated cross-cultural marketing indicators was analyzed based on their intensity and importance. Using the mean statistic, two corresponding two-dimensional matrices (Table 1) were plotted.

Tablica 1: Matrica mapiranja točaka i analiza udaljenosti idealnih indeksa

Glavne dimenzije	Poddimenzije	Pokazatelji	Važnost	Intenzitet	Udaljenost od idealne linije	Prioritet poboljšanja ukupnog modela
F1	F11	F111	4,132	1,911	1,571	7,000
		F112	4,391	2,152	1,583	6,000
		F113	4,259	1,899	1,668	2,000
		F114	4,218	1,980	1,583	5,000
		F115	4,422	2,121	1,628	3,000
		F116	4,279	2,109	1,534	9,000
	F12	F121	4,046	2,043	1,416	13,000
		F122	4,014	1,741	1,607	4,000
		F123	3,911	1,845	1,461	10,000
		F124	4,121	2,164	1,384	16,000
		F125	3,966	3,078	0,628	53,000
		F126	4,132	2,560	1,112	31,000
	F13	F131	4,043	2,101	1,374	18,000
		F132	4,112	2,655	1,030	35,000
		F133	4,262	2,457	1,276	23,000
		F134	4,264	2,566	1,201	27,000
		F135	4,328	2,285	1,445	12,000
		F136	4,437	2,264	1,536	8,000
	F14	F141	4,460	2,514	1,376	17,000
		F142	4,302	2,670	1,154	29,000
		F143	4,233	2,494	1,229	25,000

Glavne dimenzije	Poddimenzije	Pokazatelji	Važnost	Intenzitet	Udaljenost od idealne linije	Prioritet poboljšanja ukupnog modela
F1	F14	F144	4,069	2,690	0,975	38,000
		F145	4,040	2,808	0,872	43,000
		F146	4,184	2,440	1,233	24,000
	F15	F151	3,583	2,500	0,766	47,000
		F152	3,828	2,253	1,113	30,000
		F153	3,632	2,540	0,772	46,000
		F154	3,578	2,241	0,945	39,000
		F155	3,635	2,598	0,734	49,000
		F156	3,621	2,583	0,734	50,000
		F161	3,687	2,359	0,939	41,000
	F16	F162	3,833	1,914	1,357	21,000
		F163	3,474	2,198	0,902	42,000
		F164	3,624	2,112	1,069	33,000
		F165	3,425	2,267	0,819	44,000
		F166	3,549	2,124	1,008	36,000
F2	F21	F211	3,437	2,431	0,711	52,000
		F212	3,563	2,029	1,085	32,000
		F213	3,632	2,552	0,764	48,000
		F214	3,457	2,336	0,792	45,000
		F215	3,489	2,638	0,601	54,000
		F216	3,431	2,397	0,731	51,000
	F22	F221	3,500	2,167	0,943	40,000
		F222	3,882	2,468	1,000	37,000
		F223	3,917	1,986	1,366	19,000
		F224	4,063	2,092	1,394	15,000
		F225	3,966	2,037	1,363	20,000
		F226	3,790	1,931	1,315	22,000
	F23	F231	3,802	1,819	1,402	14,000
		F232	3,808	2,095	1,211	26,000
		F233	3,770	1,713	1,455	11,000
		F234	3,644	2,167	1,044	34,000
		F235	3,641	1,989	1,168	28,000
		F236	4,293	1,882	1,705	1,000

Table 1: Point mapping matrix and distance analysis of ideal indices

Main Dimensions	Sub-Dimensions	Indicators	Importance	Intensity	Distance from ideal line	Priority of improvement in total model	Priority of improvement in dimension
F1	F11	F111	4.132	1.911	1.571	7.000	5.000
		F112	4.391	2.152	1.583	6.000	4.000
		F113	4.259	1.899	1.668	2.000	1.000
		F114	4.218	1.980	1.583	5.000	3.000
		F115	4.422	2.121	1.628	3.000	2.000
		F116	4.279	2.109	1.534	9.000	6.000
	F12	F121	4.046	2.043	1.416	13.000	3.000
		F122	4.014	1.741	1.607	4.000	1.000
		F123	3.911	1.845	1.461	10.000	2.000
		F124	4.121	2.164	1.384	16.000	4.000
		F125	3.966	3.078	0.628	53.000	6.000
		F126	4.132	2.560	1.112	31.000	5.000
	F13	F131	4.043	2.101	1.374	18.000	3.000
		F132	4.112	2.655	1.030	35.000	6.000
		F133	4.262	2.457	1.276	23.000	5.000
		F134	4.264	2.566	1.201	27.000	4.000
		F135	4.328	2.285	1.445	12.000	2.000
		F136	4.437	2.264	1.536	8.000	1.000
	F14	F141	4.460	2.514	1.376	17.000	1.000
		F142	4.302	2.670	1.154	29.000	4.000
		F143	4.233	2.494	1.229	25.000	3.000
		F144	4.069	2.690	0.975	38.000	5.000
		F145	4.040	2.808	0.872	43.000	6.000
		F146	4.184	2.440	1.233	24.000	2.000
	F15	F151	3.583	2.500	0.766	47.000	3.000
		F152	3.828	2.253	1.113	30.000	1.000
		F153	3.632	2.540	0.772	46.000	4.000
		F154	3.578	2.241	0.945	39.000	2.000
		F155	3.635	2.598	0.734	49.000	5.000
		F156	3.621	2.583	0.734	50.000	6.000
	F16	F161	3.687	2.359	0.939	41.000	4.000
		F162	3.833	1.914	1.357	21.000	1.000
		F163	3.474	2.198	0.902	42.000	5.000
		F164	3.624	2.112	1.069	33.000	2.000
		F165	3.425	2.267	0.819	44.000	6.000
		F166	3.549	2.124	1.008	36.000	3.000

Main Dimensions	Sub-Dimensions	Indicators	Importance	Intensity	Distance from ideal line	Priority of improvement in total model	Priority of improvement in dimension
F2	F21	F211	3.437	2.431	0.711	52.000	5.000
		F212	3.563	2.029	1.085	32.000	1.000
		F213	3.632	2.552	0.764	48.000	3.000
		F214	3.457	2.336	0.792	45.000	2.000
		F215	3.489	2.638	0.601	54.000	6.000
		F216	3.431	2.397	0.731	51.000	4.000
	F22	F221	3.500	2.167	0.943	40.000	6.000
		F222	3.882	2.468	1.000	37.000	5.000
		F223	3.917	1.986	1.366	19.000	2.000
		F224	4.063	2.092	1.394	15.000	1.000
		F225	3.966	2.037	1.363	20.000	3.000
		F226	3.790	1.931	1.315	22.000	4.000
	F23	F231	3.802	1.819	1.402	14.000	3.000
		F232	3.808	2.095	1.211	26.000	4.000
		F233	3.770	1.713	1.455	11.000	2.000
		F234	3.644	2.167	1.044	34.000	6.000
		F235	3.641	1.989	1.168	28.000	5.000
		F236	4.293	1.882	1.705	1.000	1.000

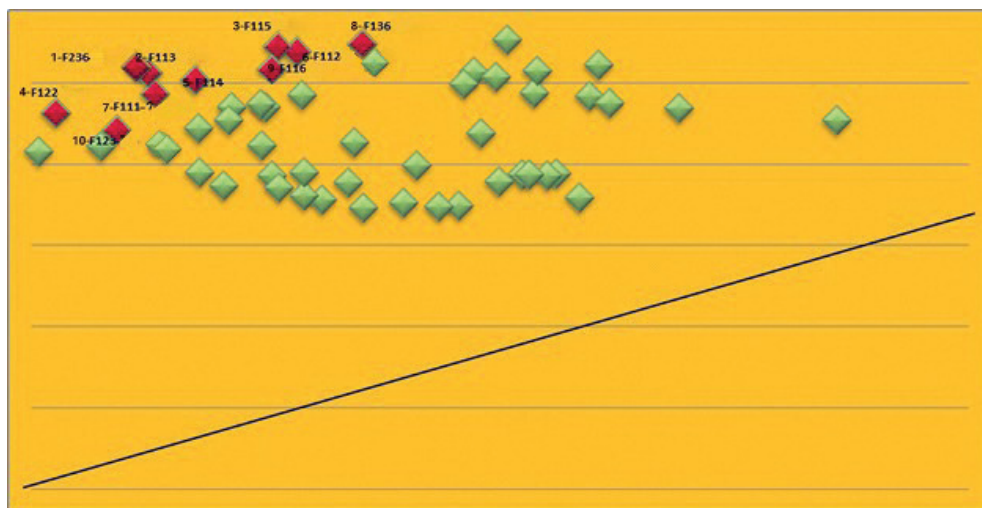
Za 54 komponente izračunati su rezultati za Važnost (I) i Razinu provedbe/izvršenja (A), a razlike su određene na temelju njihovih udaljenosti od idealne linije ($y = x$). Korištenjem pravila Top-10 identificirano je deset kritičnih komponenti. Najveća razlika bila je 1,705, a pripadala je komponenti „Sveobuhvatna briga i nadzor kulturnog prostora zemlje u skladu s turističkim potrebama“. Nadalje, na temelju Slike 4, sljedeće komponente su također bile među onima koje su bile među prvima za poboljšanje: „napredak turističkih organizacija u području informacijske tehnologije“ (F111), „kulturna atmosfera i kontekst turističkih organizacija“ (F116), „količina poticaja i nagrada koje turističke organizacije nude za razvoj turizma u zemlji“ (F113), „prikladnost i snaga planova i programa konkurentnih zemalja“ (F122), „strateški i planovi praćenja odgovornih turističkih organizacija“ (F112), „učinkovita provedba planova praćenja turističkih rezultata zemlje od strane odgovornih organiza-

For 54 components Importance (I) and Implementation/Execution Level (A) scores were calculated and the gaps were determined based on their distance from the ideal line ($y = x$). Using the Top-10 rule, ten critical components were identified. The largest gap 1.705, belonged to ‘Comprehensive attention and monitoring of the country’s cultural environment in accordance with tourism needs’. Furthermore, based on Figure 4 the following components were also among those prioritized for improvement: ‘tourism organizations progress in the field of information technology’ (F111), ‘cultural atmosphere and context of the tourism organizations’ (F116), ‘amount of encouragement and rewards that tourism organizations offer for country’s development of tourism’ (F113), ‘suitability and strength of plans and programs of competitive countries’ (F122), ‘strategic and monitoring plans of the responsible tourism organizations’ (F112), ‘effective implementation of monitoring plans

cija“ (F114), „prikladnost iranske kulturne atmosfere željama turista za putovanje u Iran“ (F136), „motivacija i spremnost konkurentskih zemalja da razvijaju svoje turističke programe“ (F123), „kompetentno osoblje u odgovornim organizacijama; kulturni kontekst i atmosfera turističke organizacije“ (F115).

for the tourism performance of the country by responsible organizations' (F114), 'suitability of the Iranian cultural atmosphere to tourists' wishes to travel to Iran' (F136), 'motivation and willingness of rival countries to develop their tourism programs' (F123), 'competent personnel in responsible organizations; cultural context and atmosphere of the tourism organization' (F115).

Slika 4: Matrica važnosti i učinka / Figure 4: Importance-Performance Matrix



Horizontalna os: Važnost (I), Vertikalna os: Implementacija/Izvedba (A); Crvene točke = kritične komponente / Horizontal Axis: Importance (I), Vertical Axis: Implementation/Performance (A); Red points = Critical Components

Kriteriji koje je potrebno riješiti su: „napredak turističkih organizacija u području informacijske tehnologije“ (F111); „strateški i nadzorni planovi odgovornih turističkih organizacija“ (F112); „učinkovita provedba planova praćenja turističkih rezultata zemlje od strane odgovornih organizacija“ (F114); „kompetentno osoblje u odgovornim organizacijama; kulturni kontekst i atmosfera turističke organizacije“ (F115); „prikladnost iranske kulturne atmosfere željama turista za putovanjem u Iran“ (F136); „prikladnost i snaga planova i programa konkurentnih zemalja“ (F122); i „holističko praćenje kulturne atmosfere od strane vlasti“ (F236).

The criteria that need to be addressed are: 'tourism organizations progress in the field of information technology' (F111); 'strategic and monitoring plans of the responsible tourism organizations' (F112); 'effective implementation of monitoring plans for the tourism performance of the country by responsible organizations' (F114); 'competent personnel in responsible organizations; cultural context and atmosphere of the tourism organization' (F115); 'suitability of the Iranian cultural atmosphere to tourists' wishes to travel to Iran' (F136); 'suitability and strength of plans and programs of competitive countries' (F122); and 'holistic mon-

5. RASPRAVA, ZAKLJUČCI I PRAKTIČNE PREPORUKE

Cilj ove studije bilo je oblikovati okvir za integrirani interkulturalni marketing i njegovu primjenu u turizmu. S obzirom na različita tumačenja odnosa između kulture i marketinga te pojma kulturnog marketinga, koncept integriranog interkulturalnog marketinga korišten u ovoj studiji eksplicitno implicira primjenu kulture u marketingu te je taj koncept nastojao integrirati u marketing. To znači da se uporaba kulture u marketingu razmatrala s intraorganizacijskog i ekstraorganizacijskog gledišta uz uvođenje integriranog okvira i njegovo cjelovito oblikovanje.

U tu svrhu utvrđeni su integrirani pokazatelji međukulturalnog marketinga, a zatim su slične motivacije kategorizirane na temelju zajedničkih atributa ili uz pomoć Dijagrama afiniteta za oblikovanje istraživačkog okvira (integrirani međukulturalni marketing). Kako bi se odredila važnost i intenzitet svakog indeksa, korišten je test srednjih vrijednosti za jednu zajednicu. Stoga su utvrđeni glavni indeksi i poredani prema prioritetu (Tablica 2). Vezano uz istraživački proces i rezultate, nakon identifikacije glavnih indeksa slijedi rasprava o nekim praktičnim prijedlozima.

itoring of the cultural atmosphere by authorities' (F236).

5. DISCUSSION, CONCLUSIONS, AND PRACTICAL RECOMMENDATIONS

The present study aimed at designing a framework for integrated cross-cultural marketing and its application in the tourism industry. There are different interpretations of the relationship between culture and marketing and the term of cultural marketing. Therefore, the concept of integrated cross-cultural marketing used in this study explicitly implied the application of culture in marketing and sought to integrate this concept into the marketing. This implies that the use of culture in marketing was considered from an intra-organizational and extra-organizational point of view while introducing an integrated framework and outlining a complete framework for it.

For this purpose, integrated cross-cultural marketing indicators were identified. Then similar motivations were categorized in a class based on common attributes or attributes using an affinity diagram, so that the research framework (integrated cross-cultural marketing) is designed. In order to determine the importance and intensity of each index, the mean test for one community was used. Hence, the most critical indices were identified and prioritized (Table 2). Regarding the research process and its findings, after identifying critical indices, some practical suggestions are discussed below.

Tablica 2: Popis kritičnih indeksa

Indeksi	Važnost	Intenzitet	Udaljenost od idealne linije	Prioritet poboljšanja ukupnog modela (kritični stupanj)
F236 (Holističko praćenje kulturne atmosfere od strane vlasti)	4,293	1,882	1,705	1
F113 (Iznos poticaja i nagrada koje turističke organizacije nude za razvoj turizma u zemlji)	4,259	1,899	1,668	2
F115 (Kompetentno osoblje u odgovornim organizacijama; kulturni kontekst i atmosfera turističke organizacije)	4,422	2,121	1,628	3
F122 (Prikkladnost i snaga planova i programa konkurentnih zemalja)	4,014	1,741	1,607	4
F114 (Učinkovita provedba planova praćenja turističkih rezultata zemlje od strane odgovornih organizacija)	4,218	1,980	1,583	5
F112 (Strateški i nadzorni planovi odgovornih turističkih organizacija)	4,391	2,152	1,583	6
F111 (Napredak turističkih organizacija u području informacijske tehnologije)	4,132	1,911	1,571	7
F136 (Prikkladnost iranske kulturne atmosfere željama turista za putovanje u Iran)	4,437	2,264	1,536	8
F116 (Kulturna atmosfera i kontekst turističkih organizacija)	4,279	2,109	1,534	9
F123 (Motivacija i spremnost konkurentskih zemalja da razvijaju svoje turističke programe)	3,911	1,845	1,461	10

Table 2: List of Critical Indices

Indices	Importance	Intensity	Distance from ideal line	Priority of improvement in total model (critical degree)
F236 (Holistic monitoring of the cultural atmosphere by authorities)	4.293	1.882	1.705	1
F113 (Amount of encouragement and rewards that tourism organizations offer for country's development of tourism)	4.259	1.899	1.668	2
F115 (Competent personnel in responsible organizations; cultural context and atmosphere of the tourism organization)	4.422	2.121	1.628	3
F122 (Suitability and strength of plans and programs of competitive countries)	4.014	1.741	1.607	4
F114 (Effective implementation of monitoring plans for the tourism performance of the country by responsible organizations)	4.218	1.980	1.583	5
F112 (Strategic and monitoring plans of the responsible tourism organizations)	4.391	2.152	1.583	6
F111 (Tourism organizations progress in the field of information technology)	4.132	1.911	1.571	7
F ₁₃₆ (Suitability of the Iranian cultural atmosphere to tourists' wishes to travel to Iran)	4.437	2.264	1.536	8
F116 (Cultural atmosphere and context of the tourism organizations)	4.279	2.109	1.534	9
F123 (Motivation and willingness of rival countries to develop their tourism programs)	3.911	1.845	1.461	10

Kao što je vidljivo iz rezultata, pri određivanju prioriteta 54 kriterija prema važnosti, postignuću i provedbi, utvrđeno je 10 glavnih indeksa uslijed povećanja udaljenosti od idealne linije. Utvrđeno je da je F236 (holističko praćenje kulturne atmosfere od strane vlasti) glavni indeks zbog udaljenosti od 1,705 od idealne linije. Drugi kritični indeks bio je F113 (količina poticaja i nagrada)

As the results show, in prioritizing 54 criteria in terms of importance, achievement and implementation, 10 indices were identified as the most critical indices due to the increase of distance from the ideal line. F236 (holistic monitoring of the cultural atmosphere by authorities) with a distance of 1,705 from the ideal line were identified as the most critical indices. The second critical

čija je udaljenost bila 1,668 od idealne linije. Treći pokazatelj bio je F115 (kompetentni i kvalificirani ljudi u organizaciji) s udaljenosti od 1,628 od idealne linije. F113 i F115 su povezani s kulturom vlade i superorganizacije. Poticanje i nagrađivanje su načini komunikacije između menadžera i zaposlenika koji pojačavaju i ponavljaju učinkovite radne funkcije i rezultiraju motivacijom. Četvrti indeks bio je F122 (prikladnost i snaga planova i programa konkurentnih zemalja) s udaljenošću 1,607 od idealne linije.

Indeksi koji uključuju „posjedovanje strateških planova i programa“, „razinu napretka u informacijskoj tehnologiji“ s identičnom udaljenošću od 1,583 od idealne linije i samo na temelju razlike između intenziteta i važnosti bili su na petom i šestom mjestu. Također, „kulturna atmosfera i kontekst djelovanja turističkih organizacija“ s 1,571 udaljenosti od idealne linije bio je sedmi kritični indeks. Sva tri spomenuta indeksa odnose se na kulturu vlade i vodeće organizacije.

Osmi kritični pokazatelj bio je „prikladnost kulturnog okruženja Irana prema zahtjevima turista za putovanje u Iran“ s udaljenosti 1,536 od idealne linije. To je indeks kulture kupaca. „Kultura okruženja i kontekst djelovanja turističkih agencija“ povezana s kulturom vlade i vodeće organizacije deveti je kritični pokazatelj s 1,534 udaljenosti idealne linije.

Posljednji i deseti kritični pokazatelj je F123 (motivacija i spremnost konkurentskih zemalja za razvoj svojih turističkih programa) s 1,461 udaljenosti od idealne linije. Budući da najveći broj kritičnih pokazatelja predstavlja prvu kategoriju modela (kultura vlade i vrhunske organizacije), ova se kategorija smatra najkritičnijom od devet međukulturalnih marketinških čimbenika u kritičnom stanju.

S obzirom na utvrđene kritične pokazatelje, predlažu se sljedeće praktične preporuke. U pogledu primarnog kritičnog pokazatelja, preporučuje se uspostavljanje kontinuiranog

indicator was F113 (the amount of encouragement and reward) with a distance of 1.668 from the ideal line. The third indicator was F115 (being competent and qualified people in the organization) with 1.628 distances from the ideal line. F113 and F115 are related to the culture of government and super organization. Encouragement and reward are communication ways between managers and employees that reinforce and repeat effective job functions and result in motivation. The fourth index was F122 (suitability and strength of plans and programs of competitive countries) with a distance of 1.607 from the ideal line.

Indices including ‘having strategic plans and programs’, ‘advancement level in information technology’ with an identical distance of 1.583 from the ideal line and only on the basis of the difference between intensity and importance were in the fifth and sixth place. Also, the ‘cultural atmosphere and the context of the activity of tourism organizations’ with the 1.571 distances from the ideal line was the seventh critical index. All three-mentioned indexes are related to the culture of government and top organization.

The eighth critical indicator was ‘fitness of the cultural environment of Iran according to the demands of tourists to travel to Iran’ with 1.536 distances of ideal line. This is an index of customer culture. ‘The culture of the environment and the context of the activity of the tourist agencies’ related to the culture of government and top organization is the ninth critical indicator with 1.534 distance of ideal line.

The last and the tenth critical indicator is F123 (motivation and willingness of rival countries to develop their tourism programs) with 1.461 distances from the ideal line. Since the highest number of critical indicators is the first category of the model (culture of government and top organization), this category is considered the most critical one of the nine cross-cultural marketing factors in a critical state.

ciklusa praćenja kulture koji koristi tržišne podatke i sadržaj koji generiraju korisnici. Ovaj ciklus trebao bi redovito ažurirati komunikacijske poruke i dizajn korisničkog iskustva kako bi se održala usklađenost s vrijednostima i motivacijama ciljne publike. Za drugi i treći kritični pokazatelj potrebno je usmjeriti strategije ljudskih resursa na interkulturalne kompetencije, što podrazumijeva osmišljavanje i evaluaciju procesa zapošljavanja, osposobljavanja i motivacije zaposlenika korištenjem metrike interkulturalnih kompetencija. Ocjenjivanje rezultata prije i nakon osposobljavanja trebalo bi provoditi uz pomoćnu ljestvicu modela za praćenje stvarnog poboljšanja vještina.

U pogledu četvrtog kritičnog pokazatelja, preporučuje se uspostavljanje institucionaliziranog mehanizma konkurentske inteligencije. Slične destinacije trebalo bi pratiti periodično, a rezultate dobivene na ljestvici treba koristiti za uspoređivanje i analizu jaza imajući na umu da su strateški smjerovi utemeljeni na komparativnim dokazima. Što se tiče petog do sedmog kritičnog pokazatelja, preporučljivo je razviti okvir upravljanja kvalitetom usluga s naglaskom na kulturne dimenzije. To uključuje definiranje ključnih pokazatelja uspješnosti i njihovo praćenje putem analitičkih nadzornih ploča, uz aktiviranje agilne petlje povratnih informacija za poboljšanje dodirnih točaka usluge, čime se osigurava kontinuirano poboljšanje.

Što se tiče osmog i devetog kritičnog pokazatelja, preporučuje se sustavno testiranje kulturne usklađenosti destinacije i usluge prije lansiranja. Dizajn iskustva treba se ostvariti na temelju vrijednosti i normi ciljnih tržišta, a valjanost ove usklađenosti treba provjeriti prethodnim i naknadnim testiranjem kako bi se ublažio rizik od perceptivne neusklađenosti. U kontekstu desetog kritičnog pokazatelja, razborito je integrirati redovito praćenje motivacija i inicijativa konkurenata u plan interkulturalnog marketinga. Analiza orijentacija konkurenata pomaže kod prepoznavanja prilika i prijetnji, omo-

In light of the identified critical indicators, the following practical recommendations are proposed. Regarding the primary critical indicator, it is recommended to establish a continuous cultural monitoring cycle that leverages market data and user-generated content. This cycle should regularly update communication messages and service experience design to maintain alignment with the target audiences' values and motivations. As for the second and third critical indicators, it is necessary to focus human resource strategies on intercultural competencies. This entails designing and evaluating employee recruitment, training, and motivation processes using intercultural competency metrics. Pre- and post-training intervention assessments should be conducted using the model's subscales to monitor the actual improvement of skills.

Regarding the fourth critical indicator, it is recommended to establish an institutionalized competitive intelligence mechanism. Peer destinations should be periodically monitored, and the scores obtained from the scale should be used for benchmarking and gap analysis, ensuring that strategic directions are grounded in comparative evidence. As regards the fifth to seventh critical indicators, it is advisable to develop a service quality governance framework with an emphasis on cultural dimensions. This involves defining key performance indicators and monitoring them through analytical dashboards, while activating an agile feedback loop to refine service touchpoints, thereby ensuring continuous improvement.

Regarding the eighth and ninth critical indicators, it is recommended to systematically test the cultural fit of the destination and service prior to launch. Experience design should be realigned based on the values and norms of target markets, and the validity of this alignment should be verified through pre- and post-testing to mitigate the risk of perceptual mismatch. Regarding the tenth critical indicator, it is prudent to integrate regular monitoring of competitor motivations and initiatives into the intercultural

gućujući revitalizaciju strategija i inovacija u paketima iskustava.

Na temelju ovih preporuka, predlaže se sveobuhvatan pristup kojim bi organizacije trebale koristiti predloženu ljestvicu kao osnovnu reviziju, kalibrirati pragove učinkovitosti na temelju stvarnih rezultata, testirati mjerenje varijance među kulturama i integrirati različite tokove podataka, uključujući ankete, sadržaj koji generiraju korisnici i tržišna izvješća, u jedinstveni analitički tijek. Ova integracija omogućit će rana upozorenja i donošenje odluka temeljenih na dokazima. Za međunarodnu primjenjivost ovog istraživanja u zasebnom dodatku navode se lokalizirani primjeri i primjene.

Prijedlozi za buduća istraživanja

Za buduća istraživanja predlažu se brojne teme za daljnji razvoj područja interkulturalnog marketinga u turizmu. Prvo, ovaj okvir je procijenjen u kontekstu Irana, a njegovi rezultati prikazani su u članku. Za poboljšanje vanjske valjanosti i ocjenu moguće generalizacije, preporučuje se ponovno testiranje i prilagodba okvira u drugim kulturnim i institucionalnim kontekstima. Provođenje komparativnih studija među zemljama moglo bi jasnije osvijetliti snage i ograničenja okvira, što bi dovelo do njegovog daljnjeg usavršavanja. Nadalje, korištenje novih tehnologija, poput analitike velikih podataka, strojnog učenja i umjetne inteligencije, može olakšati precizniju analizu podataka prikupljenih od kupaca i turista. Ovaj pristup pružio bi dublji uvid u ponašanje i potrebe turista te bi istovremeno povećao brzinu i točnost analiza. Rastuća uloga društvenih medija i digitalnih platformi u marketingu također pruža značajno područje za buduća istraživanja. Daljnja istraživanja mogla bi ispitati načine na koje ove platforme mogu promovirati turističke destinacije i utjecati na interkulturalnu komunikaciju s posebnim naglaskom na sadržaj koji stvaraju korisnici (UGC) i digitalne promotivne kampanje.

marketing roadmap. Analyzing competitor orientations helps identify opportunities and threats, enabling the revitalization of strategies and innovation in experience packages.

Building upon these recommendations, a comprehensive approach is advised: organizations should utilize the provided scale for baseline auditing, calibrate performance thresholds based on actual results, test for measurement variance across cultures, and integrate diverse data streams including surveys, user-generated content, and market reports into a unified analytical pipeline. This integration will enable early warnings and evidence-based decision-making. To maintain the study's international transferability, localized examples and country-specific implementation details are provided in a separate appendix.

Recommendations for future research

For future researchers, numerous topics are proposed to further develop the field of intercultural marketing in the tourism industry. First, this framework has been evaluated within the context of Iran, and its results have been reported in the article. To enhance the external validity and assess its generalizability, it is recommended that the framework be re-tested and adapted in other cultural and institutional contexts. Conducting comparative cross-country studies could more clearly illuminate the framework's strengths and limitations, leading to its further refinement. Furthermore, leveraging new technologies such as big data analytics, machine learning, and artificial intelligence can facilitate a more precise analysis of data collected from customers and tourists. This approach would provide deeper insights into tourist behavior and needs, while simultaneously increasing the speed and accuracy of the analyses. The growing role of social media and digital platforms in marketing also provides a significant area for future research. Subsequent studies could investigate how these plat-

Osim kulturnih aspekata, buduća istraživanja mogla bi istražiti integraciju financijskih, operativnih, i dimenzija ljudskih resursa s interkulturalnim marketingom kako bi se razvili sveobuhvatniji i praktičniji modeli. Nadalje, istraživanje utjecaja interkulturalnog marketinga u turizmu i analiza strategija koje mogu poboljšati interkulturalni marketing u iranskom turističkom sustavu predstavljaju druge ključne istraživačke pravce. Komparativna analiza marketinških strategija turizma neke zemlje u odnosu na strategije konkurenata, ispitivanje razlika i sličnosti, mogu doprinijeti njihovom napretku i privlačenju većeg broja turista. Ocjena kulturne razine i uvjerenja stručnjaka u turizmu te proučavanje mjere u kojoj ta uvjerenja utječu na njihove odgovornosti također može imati značajnu ulogu u napretku ili nazadovanju ove industrije. Osim toga, buduća istraživanja mogla bi ispitati marketinške motivacije odgovornih organizacija u privlačenju dionika u turizmu, budući da te organizacije imaju ključnu ulogu u njegovom razvoju. Jednako tako analiza iranskog kulturnog okruženja i njegove usklađenosti sa željama i potrebama turista, uz procjenu koliko su te potrebe zadovoljene tijekom njihovih putovanja u Iran, može pružiti vrijedne uvide za poboljšanje turističkog iskustva. Konačno, istraživanje dugoročnih učinaka IMM modela na turističke rezultate i proučavanje primjenjivosti tog modela u različitim kulturnim kontekstima mogli bi otvoriti nove horizonte za buduća istraživanja.

forms can promote tourist destinations and influence intercultural communication, with a specific focus on user-generated content (UGC) and digital advertising campaigns.

Beyond cultural aspects, future research could explore the integration of financial, operational, and human resource dimensions with intercultural marketing to develop more comprehensive and practical models. Furthermore, investigating the impact of intercultural marketing within the tourism industry and analyzing strategies that can enhance intercultural marketing in Iran's tourism sector represent other crucial research avenues. A comparative analysis of the country's tourism marketing strategies against those of its competitors, examining the differences and similarities, can contribute to advancing the industry and attracting more tourists. Assessing the cultural level and beliefs of tourism industry professionals and studying the extent to which these beliefs influence their responsibilities can also play a significant role in the progress or regression of this sector. Additionally, future research could examine the marketing motivations of responsible organizations in attracting tourism stakeholders, as these organizations play a key role in the industry's development. Similarly, analyzing Iran's cultural environment and its alignment with the wants and needs of tourists, alongside evaluating how well these needs are met during their travels in Iran, can provide valuable insights for improving the tourist experience. Finally, investigating the long-term effects of the ICM model on tourism performance and analyzing its applicability across different cultural contexts could open new horizons for future research.

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