



Providing a Marketing Model of Hospitals based on the Sharing Economy and Local Conditions of Iran (Case Study of Hospital Services Industry)

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Abstract

Background Objective: The aim of present study is to provide a model for marketing of sharing economy based on local conditions of Iran, a case study of hospital service industry.

Methods: The present study is an applied study of quantitative and qualitative in terms of method and mixed-exploratory in terms of approach. The statistical population in the qualitative section was composed of experts in sharing economy familiar with the concepts of sharing economy and business models. The research model was analyzed using confirmatory factor analysis approach in Amos software. Qualitative data were collected through in-depth interviews with open-ended questions. Qualitative data analysis was performed using open, axial and selective coding. The statistical population of study in the quantitative section included all employees working in a company providing hospital service. In this section, the sample size was calculated to be 380 people based on Cochran's formula. Data collection tools in the quantitative section included a researcher-made questionnaire. To check the validity of the research tool, participant feedback and receiving the opinions of coworkers were used.

Results: Cronbach's alpha coefficient of the whole questionnaire was calculated at 0.763, the questions of the questionnaire have a good and desirable reliability. Based on the results, knowledge and technology management component with a coefficient of 0.047, structural and system process component with a coefficient of 0.67, human resources quality with a coefficient of 0.55, marketing management with a coefficient of 0.208, economic factors with a coefficient of 0.102 and socio-cultural factors with a coefficient of 0.18 had a positive and significant effect on marketing of the sharing economy.

Conclusion: The proposed methodology is a useful tool for managers of the hospitals, as well as researchers. Sharing Economy will reduce costs and improve healthcare, particularly its accessibility. Our goal should be to help accelerate these changes first by identifying them and driving awareness, and also giving them a context and framework so that new models can be developed more rapidly.

Keywords: Hospital marketing, Sharing Economy, Hospital Services Industry.

Background Objective

Sharing economy is nowadays one of the growing business methods in the world. Sharing economy allows people to share their material and spiritual assets with each other. These assets are ranging from a car, bicycle, home, workplace, food to time and expertise. In this business method, people use each other's capabilities through sharing instead of buying or acquiring goods or assets, and only pay the cost of using that service, assets or goods for each other. In this regard, company or organization acts as an intermediary and a communicative bridge and connects the person who needs that asset to the person who wants to share that asset. In other words, the company has no assets of its own. This business method has advanced to the point that it has even surpassed some of its traditional competitors. At present, the largest passenger transportation company in the world does not have any car of its own¹. The world's largest real estate company has no property in its possession, and many other complexes have been able to create value by relying on the sharing economy². Due to a difference between a health market and what is called a fully competitive market,

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governments have to intervene in the health market because the need for health care is unpredictable and these services are very expensive. Moreover, low efficiency and productivity of many government-owned enterprises, the poor quality of government services, and pressure of cost on both developed and developing countries have challenged the assumption that governments must necessarily manage health organizations³. The health system resources are limited and are used limitedly. Therefore, using an appropriate management strategy to maximize the efficiency and productivity of the system is essential⁴. Based on conducted research, human capital, strategy, information technology and physical resources have positive impact on factors of supply chain competitiveness. According to this model, the competitive performance of supply chain is also influenced by the competitiveness factors of the supply chain based on customer dimensions, learning and innovation, financial and internal⁵.

In recent years, non-governmental health centers have taken big to increase competition and improve their performance stems focusing on specialization growth⁶. According to results of a study conducted by 7, competitiveness factors had the greatest impact on the competitive performance of the hospital supply chain. The most important dimensions of competitiveness factors were information sharing, standardization, outsourcing, creating relationships with suppliers, specialization, demand management and management style. There is a positive and significant correlation between information transparency and creation of competency.

Referring to competitive position in the supply chain, 4 pointed to the relationship with chain actors through the sharing of strategic information and the formation of mutual trust, which were consistent with the findings of the study conducted by 8. The results also confirmed the effect of

hospital outsourcing on hospital service performance and patient satisfaction⁷. Supply chain actions are highly associated with information technology. Also, the use of information technology and e-commerce processes is often considered as a necessary requirement for the integration of supply chains. Supply chain management in health care organizations is characterized by some unique features, making it difficult to transfer experiences and information from industrial sector to medical sector. Existing concepts, models and supply chain practices can also be developed into supply chain management in health services, and existing studies are based on the assumption that the health sector can benefit from the lessons learned in the industrial sector. Sharing economy is a new subject, and the existing literature confirms it. Most authors have addressed aspects of this issue from a broad perspective, including the concept of promoting and inhibiting factors^{8, 9}; and consumer motivations¹⁰ industry developments¹¹. Sharing economy is about concepts related to business value and refers to economic issues and the purchase or rental of products at a lower cost and lower operating overhead¹². This business model creates its advantage through the Internet and new social technologies based on the web operating system, and it provides innovative and attractive goods and services to customers¹³. Promoting factors has made sharing economy a growing phenomenon¹⁴. Nowadays, sharing economy companies have emerged and companies operating traditionally and lack social technologies are on the verge of failure¹⁵. Based on the results of present study, drivers of competitiveness including human capital, strategy, information technology integration, and physical resources have a significant positive impact on factors supply chain competitiveness. According to this model, the competitive performance of the supply chain is also influenced by the competitiveness factors of the supply chain

based on learning and innovation, financial and customer dimensions and internal processes. Chakraborty and Dobrzykowski¹⁶ found, as predicted, public hospitals, as the main part of the health system, are formed as budget units and are centrally managed.

E-commerce can be called an interaction between a company and other companies or customers. E-commerce is the process of purchasing, selling or exchanging products, services and information via computer networks, such as Internet¹⁷. Given highly complex nature of business, highly competitive environment and customer diversity, e-commerce plays vital role in the economic development of developed countries and can lead to a more effective marketing process, greater impact on processes, higher levels of customer satisfaction, and higher returns on investment. E-commerce is a resource that improves the economy and accelerates the globalization and production and development of existing technologies. Investment in e-commerce in an organization can increase productivity and reduce costs. Studies suggest that using e-commerce leads to 21 to 70 percent cost savings in various activities^{18, 19}. Statistics released by top 500 companies in the world suggest that 34% of the company in 1995 and almost 80% in 1996 used this method to promote their products. In 2006, the value of online transactions was estimated at \$ 12.8 trillion, and it was estimated at about \$ 40 trillion in 2015²⁰.

Factors affecting formation of a sharing economy is categorized as Economic, Technology factors and Environmental factors. Sharing is a kind of caring (what is for me is yours) and accessing a new kind of property. These terms have been taken with increasing knowledge of the phenomenon of sharing economy. This concept is based on the direct trade of assets used between people, neighbors, person-to-person or increasing prevalence of social technologies^{21, 22}. This movement

emerged in the early 2000s and grew rapidly over the past decade with sharing economy companies such as Uber (such as machine transportation services) and AirBnb (residential services), which have been admired highly in recent years. Older examples of these companies are AB (online market) and Craig List (online classified space, multiple car sharing activities)²³, which mostly means cooperation and collaboration.

One of the main reasons for the rapid growth of treatment costs relative to income in developing countries is the inefficiency of management in the use of resources. It emphasizes the need to review the relations of this sector and make organizational reforms, since with continuation of this trend; it is not even possible to maintain the current level of provision of services for many countries²⁴. The growth of sharing economy companies is wide and very diverse. Some of them are prepared and deployed domestically and some others are prepared and deployed internationally^{25, 26}. Sharing economy companies become international much faster compared to traditional companies due to their use of social technologies and networks and their entrepreneurial nature²⁵. Another reason for value of the sharing economy is that such companies are largely run in the service industry. Entrepreneurship in the area of medicine is defined as the process of identifying, evaluating and exploiting opportunities. Thus, identifying entrepreneurial opportunities is one of the most important study fields. It is necessary for centers to be equipped with and use modern diagnostic facilities in accordance with the required specialties and the volume of clients, since according to research of Jafari Sirizi et al²⁷, organizations constantly need to seek for new opportunities to be dynamic and mobile. In a research conducted by Freeman²⁸, the level of satisfaction and importance of the three areas of patient

admission services, including hospital environmental health, medical equipment, and identification of entrepreneurial opportunities were assessed. Since accuracy along with speed is a crucial factor in hospital processes, the construction and use of multifunctional medical equipment has always been of interest of medical engineers. For example, the construction of modern and advanced MRI devices enables physicians to diagnose and treat diseases. A part of national income in countries is derived from e-businesses, so identifying these businesses and identifying marketing challenges for the growth of businesses that are more profitable is essential. Also, since sharing consumption model is a phenomenon in which participants share access to products and services instead of having personal property, and due to development and growth of use of social technologies and networks in Iran, it is essential to study and implement new business models, including the sharing economy in the economic, social and cultural conditions of Iran. The present study examines the challenges of such companies by reviewing a few of companies that operate with sharing economy business model. According to the studies conducted in this area, the hospital services company, operating in Iran by implementing this business model, was selected for the present study. Therefore, in the present research based on peer-to-peer relationships between individuals, sharing health care evaluated by renting medical staff, facilities, and other medical resources. Medical data innovation, integration, analysis, and sharing have the potential to dramatically change the current pattern of the health care system and to provide precise and predictive medical assessment for individuals in the future.

Methods

The present study is applied in terms of aim, quantitative and qualitative in terms

of method, and mixed-exploratory in terms of approach. The statistical population of study consists of academic experts familiar with the concepts of sharing economy and business models. The study population is uncertain. At this stage, snowball sampling was continued until theoretical saturation was achieved. This sampling continued until new components and indicators were not provided and no new data were obtained from the 17th sample, which was continued until the 20th sample for more confidence. Qualitative data were collected through in-depth interviews with open-ended questions. To achieve credibility or validity in this section, researcher's long-term involvement with the research space and his continuous observations in the research environment, including building trust with the research subject, learning the culture of that environment and controlling misunderstandings caused by researcher or expert interventions were used. Qualitative data analysis of interviews was performed using open, axial and selective coding. After the qualitative section, the dimensions and components of the model were identified using a semi-structured interview. The analysis of this part of the data and the results provided the framework and content of the research questionnaire. The study population in the quantitative section included all employees working in the hospital service company.

The factors of using new and bio-friendly technologies to prevent entry of pollutants to environment and optimizing consumption and energy have been considered as the most effective environmental measures to improve and reduce the adverse environmental effects. Also, implementation of change management guidelines to implement the approved reforms by considering environmental, health, safety, natural resource and green space management, implementation of waste management system to strengthen bio-friendly products can help managers develop their

organization to achieve their goals ³⁰. Moreover, many authors have stated that the economic crisis has been a major factor

in the emergence of the sharing economy. (Figure 1).



Figure 1. Factors affecting the formation of a sharing economy

The authors have identified key forces influencing sharing economy that can be classified into four main groups:

catalyzing, driving or stimulating, empowering, and inhibiting (Table 1).

Table 1. Key forces influencing sharing economy

Author	catalyzing	Driving/stimulating	Empowering	Inhibiting
Menzies & Orr ²⁹		Community liquidity	People's trust in technology (system)	
Knight & Cavusgil ³⁰	Global economic crisis (2008-2009) and other more cases	A combination of social and economic factors - the lack of regular job opportunities and social link	Technology	Social and cultural factors Trust in users / 'Fear of strangers' is the main issue
		A combination of the four major driving forces: - A new idea in the importance of society - A sharp increase in peer-to-peer social networks and real-time technologies - Environmental concerns - The global recession	Cooperation consumption in technology and online social networking •Cooperation consumption is rooted in people's trust, thus enabling this phenomenon to grow	
Fernhaber et al ¹⁸	Change in attitudes toward consumption		Operating system and technology helping to sharing consumption in relation to social dynamics	
Zervas et al ¹²	Increasing concerns about environmental and social development	Key motivations: - Intrinsic: sustainability and enjoyment - Extrinsic: reputation and economic profit		
Gata ¹⁵	Global economic crisis (2008-2009)			
Gansky ²⁵			Technology mediates the relationship between users and the system • People trust in technology	
Wiklund & Sheperd ²⁶				
Mousa ⁴	Global economic crisis (2008-2009) and more cases	Community liquidity Sustainable development of society economic benefits		Trust is a major barrier to community members' participation Two types of trust: trust between users and trust in technology / systems

Given the aim of present study, which is to "provide a model for marketing of the sharing economy according to the local conditions of Iran, the case study of the hospital services industry", the key question of the research is "What model can be defined for development of a sharing economy business in Iran?" Finding the right answer to this question requires the design of sub-questions and answering them. Accordingly, the following sub-questions were designed: a) what are the challenges in applying the business model of the sharing economy in Iran. B) What is the priority of the challenges of applying the business model of the sharing economy in Iran? Answering these questions, the present study aims at examining the nature of internal and external challenges of a new market. Gaining an understanding of the challenges before entering a new market, it also aims to help sharing economy companies to decide on their plans and strategies in a better position to overcome this challenge.

In this section, the sample size was calculated to be 380 people based on Cochran's formula. To ensure the proper return of the questionnaires, they were distributed among 400 people by random sampling. Data collection tools in the quantitative section included a researcher-made questionnaire based on the concepts expressed in the research literature along with the results of qualitative data analysis. To check the validity of the research tool, two methods of participant feedback and receiving the opinions of coworkers were used. To receive the participants' feedback, 5 interviewees were asked to express their opinions about the concepts and dimensions of the interviews. Also, 2 experts in the area of sharing economy were used to receive the opinions of

coworkers. Using the analysis of the data obtained from the first 30 questionnaires through SPSS software, the Cronbach's alpha coefficient of the whole questionnaire was determined to be 0.763, which is greater than 0.7. Therefore, it can be stated that the questions of the research questionnaire have appropriate and desirable reliability. The analysis of the research model was performed using the confirmatory factor analysis approach using Amos software.

Data coding

To identify the categories of interview, the following steps were taken:

1- Selection of concepts from 100 extracted codes is based on the principles of repetition, emphasis and importance (theoretical basis or understanding of the researcher). They were selected qualitatively. In other words, the concepts mentioned by several interviewees (repetition), emphasized by one person and the importance of that concept was determined by the research literature or the researcher's diagnosis were selected for the final model of the interview.

2-In the process of refining concepts, some concepts were integrated due to differences in their level of abstraction or the possibility of combining them for summarization, which was done continuously in the process of analyzing themes.

3-After applying the mentioned changes (deletion and integration), the concepts mentioned in the literature and interviews were re-examined comparatively, and finally it was decided to select all the concepts based on 66 concepts (Table 2).

Table 2. Level 2 coding (concepts)

Component	Row	Designing and explaining a model for marketing of the sharing economy in the Iran service industry	Research	Interview
Knowledge and technology management	1	Technology localization	●	●
	2	Production and monitoring of specialized knowledge		●
	3	Knowledge of strategic thinking,	●	●
	4	Creativity and attracting recommendations	●	●
	5	Innovation and creativity		●
	6	Using up-to-date knowledge		●
	7	Use the latest industry technology	●	●
	8	Advanced resource management		●
Structural and systemic process	9	Production scale or turnover and market share	●	●
	10	Ability to invest and sustain financial support		●
	11	Integration, synergy and management of conflict	●	●
	12	Structure with a customer-oriented culture	●	●
	13	High quality attention		●
	14	Accountability and responsibility	●	●
	15	Transparent structure and flexibility of division of tasks	●	●
	16	Optimal resource management,	●	●
	17	Waste reduction and optimization of productivity	●	●
	18	Commitment and loyalty of human resources		●
Human resources	19	Expertise and skills	●	●
	20	Coordination and teamwork spirit,	●	●
	21	Responsibility and accountability,		●
	22	Paying attention to psychological components,		●
	23	Planning ability	●	●
	24	Emotional intelligence and self-management	●	●
	25	Sense of participation	●	●
	26	Pay attention to the moral charter		●
	27	Rational intelligence and effective decision-making		●
	28	The spirit of competitiveness		●
Marketing management	29	Market research intelligence and discovering profitable opportunities,	●	●
	30	Constructive relationships with global suppliers and brands	●	●
	31	Increasing market share		
	32	Brand management and reputation	●	●
	33	Establishing regional offices in the market and technology hubs of the industry		●

Component	Row	Designing and explaining a model for marketing of the sharing economy in the Iran service industry	Research	Interview
	33	Creating sustainable and profitable sales channels	●	●
	34	Paying attention to third and fourth generation marketing and social responsibilities	●	●
	35	Providing a portfolio of advantageous and value-added products and services	●	●
	36	Paying attention to profitability and cost control,	●	●
	37	Homogeneous and heterogeneous diversity of product and service portfolio and risk reduction		●
	38	Marketing planning		●
	39	Higher pragmatism and efficiency,	●	●
	40	Assessing the results and review the program		●
	41	Ability to follow and conclude a marketing plan,	●	●
	42	cost management	●	●
	43	Monitoring the qualitative and quantitative market share of competitors (market share)	●	●
	44	Reasonable price of services		●
	45	Use of virtual channels		●
Economic factors	46	Extensive advertising		●
	47	Identifying the most productive services		●
	48	Use of low cost technology		●
	49	Assessing consumer demand	●	●
	50	Optimal use of facilities	●	●
	51	Providing superior benefits and attracting competitors' customers		●
	52	Common use culture	●	●
	53	National support and desire for transformation and success in this industry		●
	54	Recognizing conflicting customer demands		●
	55	Population and level of demand		●
Socio-cultural factors	56	The degree of community risk		●
	57	Communication with effective legal institutions		●
	58	Possibility of adaptability	●	●
	59	Interacting with outside the organization		●
	60	Customer-oriented culture of society		●
	61	Globalization	●	●
	62	Political variables of society	●	●

Thus, based on the third stage of the data method, six categories were identified in designing and explaining the model for marketing of the sharing economy in Iran's service industry. They included structural

component and systemic process, human resources, marketing management, economic factors and socio-cultural factors. They are listed in (Table 3).

Table 3. Components of sharing economy marketing

Row	Categories
1	Knowledge and technology management
2	Structural component and system process
3	human resources
4	Marketing Management
5	Economic factors
6	Socio-cultural factors

Results

Factor analysis

According to (Tables 4-9) for the research variables, since sig is less than 0.01 and equal to 0.000, Bartlett test shows that the data matrix is not homogeneous. In other words, there is adequate correlation between the data to analyze the factors.

Table 4. KMO and Bartlett sphericity (BTS) tests on structural component and system process variables

KMO value for adequate sampling	0.688
BTS	BTS X2 0.000 (sig)

Table 5. KMO and Bartlett Sphericity (BTS) tests on perceived value variable

KMO value for adequate sampling	0.703
BTS	421.291 X2 0.000 (sig)

Table 6. KMO and Bartlett Sphericity (BTS) tests on human resources variable

KMO value for adequate sampling	0.601
BTS	187.422 X2 0.000 (sig)

Table 7. KMO and Bartlett Sphericity (BTS) tests on marketing management variable

KMO value for adequate sampling	0.823
BTS	1294.007 X2 0.000 (sig)

Table 8. KMO and Bartlett Sphericity (BTS) tests on economic factors variable

KMO value for adequate sampling	0.752
BTS	413.474 X2 0.000 (sig)

Table 9. KMO and Bartlett Sphericity (BTS) tests on socio-cultural factors variable

KMO value for adequate sampling	0.752
BTS	413.474 X2 0.000 (sig)

The results of confirmatory factor analysis of research variables to calculate the construct validity of are as shown in (Table 10). As shown, since the factor load is higher than 0.7, except for three items, all items at the level of 99% confidence have the necessary adequacy to build the construct.

Table 10. Construct validity of components' items

Component	Row	Codes	Initial	Factor load
Knowledge and technology management	1	q1	1.000	0.961
	2	q2	1.000	0.975
	3	q3	1.000	0.944
	4	q4	1.000	0.967
	5	q5	1.000	0.924
	6	q6	1.000	0.946
	7	q7	1.000	0.950
Structural and systemic process	8	q8	1.000	0.934
	9	q9	1.000	0.931
	10	q10	1.000	0.943
	11	q11	1.000	0.959
	12	q12	1.000	0.938
	13	q13	1.000	0.796
	14	q14	1.000	0.711
	15	q15	1.000	0.921
	16	q16	1.000	0.927
human resources	17	q17	1.000	0.910
	18	q18	1.000	0.967
	19	q19	1.000	0.924
	20	q20	1.000	0.946
	21	q21	1.000	0.950
	22	q62	1.000	0.746
	23	q63	1.000	0.950
	24	q64	1.000	0.934
	25	q65	1.000	0.931
	26	q66	1.000	0.943
	27	q67	1.000	0.959
Marketing Management	28	q68	1.000	0.921
	29	q69	1.000	0.727
	30	q70	1.000	0.910
	31	q71	1.000	0.967
	32	q72	1.000	0.924
	33	q73	1.000	0.946
	33	q74	1.000	0.950
	34	q75	1.000	0.934
	35	q76	1.000	0.931
	36	q4	1.000	0.767
	37	q5	1.000	0.924
	38	q6	1.000	0.946
Economic factors	39	q7	1.000	0.950
	40	q8	1.000	0.934
	41	q9	1.000	0.931
	42	q10	1.000	0.943
	43	q11	1.000	0.759
	44	q12	1.000	0.938
	45	q13	1.000	0.796
	46	q14	1.000	0.811
	47	q15	1.000	0.721
	48	q16	1.000	0.927
Socio-cultural factors	49	q17	1.000	0.710
	50	q18	1.000	0.467
	51	q19	1.000	0.924
	52	q20	1.000	0.946
	53	q21	1.000	0.950
	54	q62	1.000	0.746
	55	q63	1.000	0.950
	56	q64	1.000	0.934
	57	q65	1.000	0.931
	58	q66	1.000	0.943

59	q67	1.000	0.959
60	q68	1.000	0.921
61	q69	1.000	0.527
62	q70	1.000	0.910

Inferential statistics

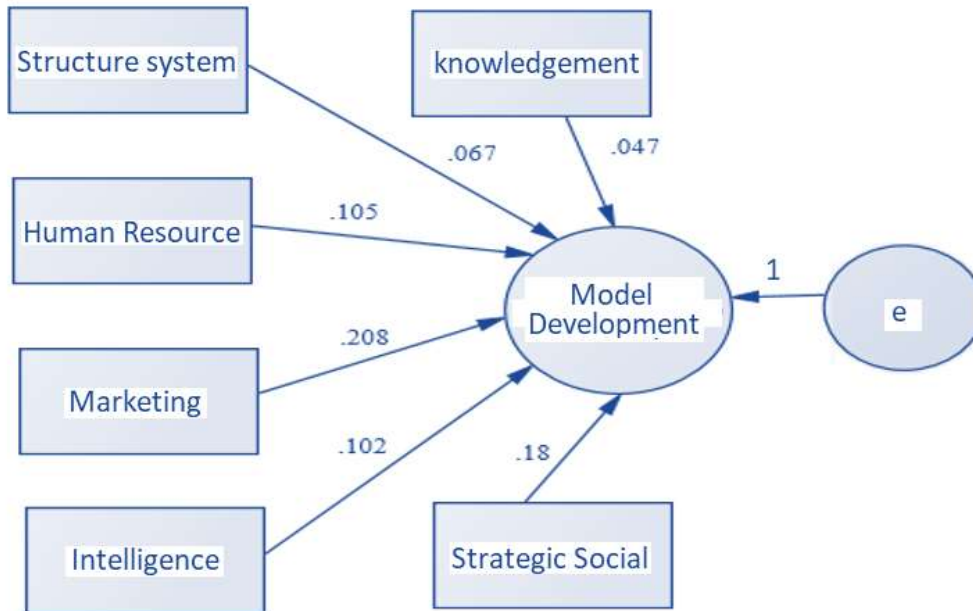


Figure 2. Structural model of research in standard mode

The results of examining the goodness of fit indices of structural model of the research, which is shown in (Table 11), indicate the good fit of the model, because a value RMSEA less than 0.08 indicates an

acceptable fit of the structural model (Figure 2). Also, the values of CFI, GFI, AGFI, NFI, NNFI indices are all higher than 0.9.

Table 11. Results of examining goodness of fit of the structural model of the research

Index	Acceptable range	Value	Result
$\frac{\chi^2}{df}$	≤ 3	2.84	Model is confirmed
CFI	>0.9	0.93	Model is confirmed
GFI	>0.9	0.93	Model is confirmed
AGFI	>0.9	0.96	Model is confirmed
NFI	>0.9	0.97	Model is confirmed
NNFI	>0.9	0.95	Model is confirmed
RMSEA	<0.08	0.65	Model is confirmed

For a coefficient to be significant, its significance value must be greater than 1.96. (Table 12) presents the results of estimating the impact of components on marketing of the sharing business economy in the Iranian service industry.

Among the proposed components, the component of knowledge and technology management with a coefficient of 0.047 and T value of 5.05, the component of structural and system process with a coefficient of 0.67 and T value of 210,

quality of human resources with a coefficient of 0.05 and with T value of 8.5, marketing management with a coefficient of 0.208 and T value of 22.8, economic factors with a coefficient of 0.102 and T

value of 11.1, socio-cultural factors with a coefficient 0.18 and T value of 22.1 have a positive and significant effect on the design of a model for marketing of the sharing economy.

Table 12. Results of estimating the effect of components on a model for marketing a sharing business economy in the Iranian service industry

Independent variables	Dependent variable	Effect size	Sig	Result
Knowledge and technology management		0.047	5.050	Confirmed
Structural component and system process		0.067	10.207	Confirmed
Quality of human resources	A model for marketing	0.105	8.550	Confirmed
Marketing Management	a sharing economy	0.208	22.882	Confirmed
Economic factors		0.102	11.137	Confirmed
Socio-cultural factors		0.18	22.23	Confirmed

Discussion and Conclusion

According to the third stage in grounded method, six components were identified in designing and explaining a model for marketing of sharing economy in the Iranian service industry. They included knowledge and technology management, structural and system process, human resource quality, marketing management, economic factors and socio-cultural factors. Among the proposed components, Among the proposed components, the component of knowledge and technology management with a coefficient of 0.047 and T value of 5.05, the component of structural and system process with a coefficient of 0.67 and T value of 210, quality of human resources with a coefficient of 0.05 and with T value of 8.5, marketing management with a coefficient of 0.208 and T value of 22.8, economic factors with a coefficient of 0.102 and T value of 11.1, socio-cultural factors with a coefficient 0.18 and T value of 22.1 have a positive and significant effect on the design of a model for marketing of the sharing economy. Technology is an organizational domain that supports and enhances a "good life" for all employees, customers and the community without compromising ecosystems or land for

future generations. Technology is evolving rapidly, and sharing economy is associated with technological advances and developments.³⁰ consider innovation as a vital factor in business based on the sharing economy.³¹ considered innovation as one of the four important factors in this process along with three other factors of budget, founders, and networks. Innovation enables the company to maintain its competitive advantage and is a necessity for modern leadership in continuous change³². Innovation in early days of a company activity gives more profitability compared to its competitors³³. Innovation by technology can be used as an empowering or a driving factor and contribute to the company's greater success.

From a financial point of view, resources, capital, and financing or budget are very important, argue that increasing a company's chances of success in a sharing economy business model depends not only on company strong presence, but depends more to its investors. explain that some services, soft services, require medium to high capital, while hard services require less capital. However, they require less capital compared to manufacturing companies, and have lower financial obligations, risks, or initiation costs,

allowing them to succeed more easily. Leading a company is critical, especially in building a competitive advantage, and it is even more important in service companies. The level of analysis in this study is at the level of service organizations and its case study is hospital services industry. Since functional diversity of service organizations is different, it is recommended that this research be conducted in another organization. Accordingly, the final model of components of the model for marketing the sharing economy and even the model of development of management competencies may be different in different service organization. This research was carried out in the hospital services industry, but similar research should be conducted to be able generalize it to other organizations of Iran. It should be noted that a model for marketing of the sharing economy might be different in different organizations of Iran.

Reviewing domestic research and foreign research and books, the researcher has concluded that no research has been conducted to design a model for marketing of sharing economy. It should be noted that no research has been conducted so far to extract local model for the marketing of the sharing economy and then extract the local methods for developing these factors in the form of scientific work. Hence, it can be stated that this research is the first research conducted in Iran about designing a model for marketing a sharing economy in the service industry. By presenting some methodological points of the research, recommendations for future researchers are presented in this section. Taking other research steps, we hope more complete measures to be taken and more research findings to be obtained:

-The number of components extracted by the researcher is very large and it is recommended for future research to pay attention to the core components with a smaller number and increase the richness

of extraction of methods of development of model components for marketing of sharing economy.

-Some components of a model for marketing of sharing economy are considered as the basis and potential capabilities, and some are the result of having other competencies (for example, mental agility competence, basic competence for problem recognition and decision-making). Accordingly, it is recommended for future research to include this approach in formulating a model component model for marketing of sharing economy.

-Many of the extracted methods have remained at the concept level, and future researchers are recommended to select more effective and limited methods and focus on their implementation processes. One of the most important concerns of the researcher maybe the way of implementing these methods, which researcher has not been able to address this concern unfortunately in this research.

-To extract a model for marketing of sharing economy and even the key components of jobs and management, it is better to use a combined method and not suffice just the methods that seem valid. For example, it is recommended for future research to use field observation, in-depth interviews with the highest responsible person, analysis of the human resource management process, review of organizational maturity using common models, in-depth study of organizational strategies and goals.

-Questionnaire is a common tool for collecting data and is used in most management and behavioral research, but this tool is used in extracting model components for marketing of sharing economy and even extracting model component development methods for marketing of sharing economics is not as effective. Therefore, it is recommended to use qualitative approaches in such studies.

The focus group with the physical presence of experts and specialists in a relatively long time can well consider the various aspects of extracting components and dimensions, as the researcher used this approach in the stage of extracting model development methods for marketing of sharing economy.

-One of the advantages of the present study is identification of cluster of modeling methods for marketing of sharing economy. These methods were identified in general and it sufficed only the selection of components.

-The present study has only identified a model for marketing of the sharing economy and methods of their development and it has not referred to the consequences, problems and issues of establishing and implementing methods. Hence, it is recommended to future researchers to address implementation issues and problems in modeling methods for marketing of sharing economy.

Competing Interests

The authors declare no competing interests

Authors' contributions

The authors are the same

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