





Design and Development of a Guiding Model for the Banking System to Promote Urban Entrepreneurship (Case Study: Shahr Bank Branches in Tehran)

Mohsen. Nasiri¹, Mehrzad. Minouei^{2*}, Zadollah. Fathi², Mohammad Reza. Kabaranzad Ghadim²

¹ PhD student, Department of Management, Central Tehran Branch, Islamic Azad University, Tehran, Iran

² Assistant Professor, Department of Management, Central Tehran Branch, Islamic Azad University, Tehran, Iran

* Corresponding author email address: meh.minouei@iauctb.ac.ir

Article Info

Article type:

Original Research

How to cite this article:

Nasiri, M., Minouei, M., Fathi, Z., & Kabaranzad Ghadim, M. R. (2023). Design and Development of a Guiding Model for the Banking System to Promote Urban Entrepreneurship (Case Study: Shahr Bank Branches in Tehran). *International Journal of Innovation Management and Organizational Behavior*, 3(2), 176-183. <https://doi.org/10.61838/kman.ijimob.3.2.21>



© 2023 the authors. Published by KMAN Publication Inc. (KMANPUB), Ontario, Canada. This is an open access article under the terms of the Creative Commons Attribution-NonCommercial 4.0 International (CC BY-NC 4.0) License.

ABSTRACT

Objective: This study aims to design a guiding model for the banking system to promote urban entrepreneurship in Shahr Bank branches in Tehran.

Methodology: This qualitative study was conducted through the analysis of semi-structured interviews with 16 experts and specialists in banking and entrepreneurship, as well as professors in the fields of entrepreneurship and management. Content analysis of the interviews and research was performed using MaxQda 2020 software to extract the relevant dimensions and codes. The importance and priority of each were determined using the Shannon entropy technique.

Findings: Based on the research approach, 3 categories, 37 concepts, and 192 codes were extracted. The mission of Shahr Bank in urban development, the desire of entrepreneurs for financing from the bank, and the facilitation of terms and conditions for granting entrepreneurship loans in the section of causal factors, the profit-oriented approach in the banking system, banking regulations, and strategic weakness in the section of intervening factors, and the induction of a culture of support for entrepreneurship, expansion of Shahr Bank's scope of activities, and combating poverty and destructive jobs in the section of outcomes gained the highest importance coefficients.

Conclusion: In this study, a guiding model for the banking system to promote urban entrepreneurship was presented in three sections: causal factors, intervening factors, and outcomes. Since a comprehensive guiding model for the banking system to promote urban entrepreneurship has not been presented so far, this research can be beneficial in enhancing the role of the banking system in the field of entrepreneurship and the development of cities.

Keywords: urban entrepreneurship, banking system, Shahr Bank, urban business development.

1 Introduction

With the development of urbanization, the necessity of providing services in urban communities has increased (Phelps & Miao, 2019; Rizvamdi et al., 2020). According to a World Health Organization report, as of 2015, more than half of the world's population lives in urban areas, which are known as geographical spaces with higher population density and extensive human characteristics compared to peripheral areas. This report indicates that this percentage will exceed 70% by 2050 (Wise et al., 2022). In today's world, the wealthiest cities are those that continuously nurture the process of entrepreneurship. Some consider entrepreneurship as one of the inexhaustible resources of human societies, which is related to human creativity and holds significant value (Rizvamdi et al., 2020). Entrepreneurship is the ability and readiness to develop, organize, and manage a business venture along with any of its uncertainties to make a profit. The most prominent example of entrepreneurship is starting new businesses (Xie et al., 2020).

The lack of a comprehensive perspective among urban administrators, especially in urban economics discussions, and citizens' neglect of opportunities cause cities to face uncontrollable problems such as increasing unemployment rates, which in turn lead to increased crime, violence, and social, economic, and political issues. These problems result in unplanned urban growth and expansion. Urban entrepreneurs are considered social engineers whose role is to ensure the sustainability or resilience of the socio-economic space (Phelps & Miao, 2019). Today, this term has evolved to categorize entrepreneurs who work in and for cities. The goal of urban entrepreneurs is the economic empowerment of established businesses, which should provide scalable solutions and have a positive and lasting impact on customers and society. Given that urban entrepreneurship today provides a suitable platform for citizens to address the unemployment crisis and its resulting issues, recent discussions in economic geography studies have increasingly focused on creative cities and the importance of creativity in achieving economic growth (Acs & Stenholm, 2008; Acs et al., 2008).

In Iran, Tehran as the capital and seven large cities with populations over one million, including Mashhad, Isfahan, Karaj, Shiraz, Tabriz, Qom, and Ahvaz, grapple with complex urban management conditions. Leading such metropolises in the present era requires the use of up-to-date urban development strategies and special attention to urban

economic discussions. Over the past two decades, entrepreneurship topics have been widely discussed and utilized in urban economics literature. From this perspective, an entrepreneurial city can create sustainable wealth. Increasing entrepreneurship in society requires establishing its foundations, and among these, suitable conditions for entrepreneurship development are crucial. The appropriate factors and conditions for entrepreneurs can be examined from three dimensions: available resources, entrepreneurs' strategies and goals, and the threats and opportunities of the economic environment (Rizvamdi et al., 2020).

One of the biggest challenges for entrepreneurs and perhaps the most significant obstacle to starting their businesses is the lack of financial resources to meet capital needs. The first option people consider after pooling their available resources when needing capital is banks. The banking system plays an unparalleled role in business development. Statistical reviews indicate that one of the main obstacles entrepreneurs face in exploiting opportunities and implementing creative ideas is securing the necessary financial resources. Financing by banks and financial institutions is one of the primary and most common methods of resource provision, which can be carried out through participation, granting banking facilities, issuing bank guarantees, and so on. Shahr Bank, as a leading bank in the banking system established with the participation of metropolises to help grow and develop Iranian cities, is more prominent than other banks as a fundamental and influential element in employment and sustainable development in the urban domain.

Since Shahr Bank, as a specialized bank for municipalities, is tasked with helping the growth, construction, and development of cities, it is essential that as a leading bank in the banking system, it moves towards the targeted allocation of banking resources and assisting the development of urban entrepreneurship. This involves identifying and creating suitable platforms to support urban entrepreneurship development, serving as a fundamental and influential element in urban economic growth and sustainable employment. This research, while addressing the research gap and expanding the literature in the field, will present a comprehensive model. Therefore, the aim of this study is to design and develop a guiding model for the banking system to promote urban entrepreneurship in Shahr Bank branches in Tehran.

2 Methods and Materials

This research is based on qualitative research within the inductive paradigm and is applied in terms of its objective. The statistical population of this study consisted of experts in banking and entrepreneurship, as well as professors in entrepreneurship and management fields. Given the research objective, sampling was conducted purposefully using the snowball technique with a total of 16 participants. The sample size was determined using the principle of theoretical saturation, such that after interviewing the fourteenth and fifteenth participants, no new factors were identified, and the interview process concluded with the sixteenth participant.

Interviews were conducted face-to-face with open-ended questions, and then using the coding process, the dimensions of the guiding model for the banking system to promote urban entrepreneurship were identified in the form of causal factors, intervening factors, and outcomes. To ensure the accuracy of coding and concept extraction, the codes obtained from the interviews were re-presented to the

interviewees to confirm the extracted codes. The goal was to reach the interviewee's main idea.

3 Findings and Results

In this study, considering the concept of each code, each was categorized into similar concepts, and thus, the research concepts were identified. The categories were written based on the analysis of interviews and the review of previous research in three sections: causal factors, intervening factors, and outcomes. Based on the analyses performed using the thematic analysis method, a total of 3 categories, 37 concepts, and 192 codes were discovered and labeled for the components of the guiding model of the banking system for urban entrepreneurship development in this study. The findings from this stage indicate that such a systematic and comprehensive study has not been conducted so far, and each study has focused on a specific aspect without being presented as a comprehensive and systematic framework. [Table 1](#) shows the final extracted codes related to each category and concept.

Table 1

Categorization of Findings

Category	Concepts	Codes
Causal Factors	Responding to Expectations	The necessity to respond to the expectations of urban business customers; urban business owners as the main bank customers; public expectations for the bank's participation in constructive social activities; the necessity to address the current needs of society.
	Banking System as a Key Provider	Bank as the center of financial exchanges; bank as an intermediary in financial exchanges; bank as a financial resource provider; clear rules and frameworks for granting bank facilities; fewer risks in financing through banks compared to other methods; higher desirability in responding to legal entities compared to natural persons in attracting investment; fixed and specified bank profits; expectation of higher profits from legal entity investors; the intrinsic duty of banks to provide financial services; bank accounts as tools for money transfer; the need for entrepreneurs for banking services for financial exchanges; granting facilities and financing entrepreneurial projects; credit services for issuing bank guarantees.
	Shahr Bank's Mission in Urban Development	Focus of Shahr Bank activities in cities; urban economic prosperity as one of Shahr Bank's main goals; allocating a significant portion of Shahr Bank's resources to urban projects; special attention of Shahr Bank to urban economic development; alignment of Shahr Bank's activity scope with urban entrepreneurship topics; having young and economically knowledgeable personnel; lack of traditional banking procedures; providing innovative and 24-hour services through city kiosks; offering some exclusive remote services during holidays; alignment of the bank's founding goals with urban entrepreneurship development concepts; financing urban projects; stimulating economic activities in cities by injecting financial resources into urban projects; supporting and financing knowledge-based projects in urban management; cities as the main activity area of Shahr Bank; maximizing the support of city managers to attract customers; having an advantage in advertising space over competitors in cities; providing modern and updated banking services using young human resources; transferring municipal accounts to Shahr Bank; attracting customers by transferring municipal accounts; amount of liquidity attraction; amount of financial resources available to the bank; necessity to provide necessary financial services to customers to retain them.
	Social Innovation	Basic trends; design thinking; resources and power flows; perception of the social system.
	Entrepreneurs' Desire for Bank Financing	Granting facilities as the most widespread financing method; maintaining entrepreneurs' independence by borrowing from the bank; bank financing better aligns with entrepreneurs' personality traits; maintaining risk-taking independence; no direct bank intervention in managing borrower projects.
Maximum Share of Urban Economy	Majority of customers' job connections with urban businesses; attracting small deposits and liquidity; attracting municipal customers and contractors; having a maximum share in urban financial exchanges; attracting small citizens' liquidity; two-way connection between urban economic prosperity and the bank's activities; attracting the financial resources of municipalities; gaining the interest of municipalities as major shareholders.	

Intervening Factors	Gaining Advantage	Competitive	Helping urban economic development as one of Shahr Bank's goals; paying attention to the effective role of urban entrepreneurship in urban economic development; urban economic development as a success factor for the bank.
	Promoting Culture	Entrepreneurial	Supporting and backing urban projects; Shahr Bank's central role in enhancing urban capacities.
	Facilitating Terms and Conditions for Granting Entrepreneurial Facilities	Terms and Conditions	Aligning the terms and conditions of granting facilities with the capacity and ability of entrepreneurs; providing long-term facilities with flexible repayment terms; designing financial tools suitable for entrepreneurs' needs; providing financial support services to personnel working on urban entrepreneurship projects; granting facilities to buyers of entrepreneurs' goods and services; transferring money through bank accounts; issuing commercial documents such as checks and promissory notes; online banking services; facilitating business accounting; facilitating financial exchanges in commercial transactions; facilitating the process of financial reporting; issuing certificates of correct financial transactions; facilitating accounting calculations and saving time; helping resolve financial disputes in transactions; granting facilities; issuing guarantees.
	Social Responsibility of Banks	Responsibility of Banks	The necessity to change the profit-oriented view of banks; banks' support for entrepreneurial projects in line with social responsibility; banks' participation in urban entrepreneurial educational and promotional activities.
	Profit-Oriented Approach in the Banking System	Profit-Oriented Approach	Profit-oriented and risk-averse view of banks; higher desirability of granting facilities to traders, merchants, and brokers compared to entrepreneurs (due to their quick returns and profitability); maximum profit strategy; risk-averse and profit-oriented organizational culture in banks; lack of risk-taking willingness of banks; preference for granting short-term facilities; freezing bank resources in the form of real estate assets; negative impact of rising inflation rates on the bank's profitability from the facility granting process.
	Lack of Trust		Bank's preference for granting facilities to older businesses; reluctance of banks to grant facilities to new businesses; parallel markets operating within the banking network; business environment challenges; prevailing market recession; non-collection of previous facility installments; lack of proper understanding of entrepreneurial activities by banks; banks' disregard for their social responsibilities in supporting entrepreneurial and public welfare projects.
	Governance		Government's announced policies; higher-level laws and regulations; central bank's announced policies; prevailing economic conditions in society.
	Banking Regulations		Current banking regulations hindering banking system support for entrepreneurship; taking heavy collateral; traditional view prevailing in banking procedures; instability in regulations and bylaws; stringent rules and regulations; necessity of high account turnover in banks; strict credit evaluations.
	Lack of Development Vision	Development	Instability of the business environment; misalignment of defined banking rules for financing with current needs and economic conditions of the country; fluctuations caused by rising inflation rates; inability to accurately estimate the economic situation; attracting public deposits with high rates; limitations in available bank resources; misalignment of facility rates with entrepreneurs' capabilities.
	Lack of Specialized Human Resources	Specialized Human Resources	Lack of familiarity of bank human resources with the characteristics of entrepreneurial activities.
Outcomes	Prevailing Administrative System	Administrative System	Heavy administrative bureaucracy; process orientation.
	Lack of Explanation of Entrepreneurship Benefits		Banks' disregard for the social and spiritual benefits of entrepreneurial projects; banks' disregard for project losses.
	Investors' Problems		Emotional behaviors of depositors; borrowers' failure to fulfill commitments.
	Strategic Weakness		Lack of a specific strategy in dealing with entrepreneurial projects; lack of utilizing urban entrepreneurship capacity for urban economic development; disregard for the mutual impact of supporting urban entrepreneurship on the bank's success; lack of distinction between urban entrepreneurial projects and other projects seeking financing.
	Lack of Information		Lack of proper understanding of entrepreneurial activities by the bank's pillars.
	Conflict of Interest		Conflict between bank and entrepreneurs' goals; one-sided bank conditions in providing financial services.
	Shahr Bank's Newness		Young organizational structure of Shahr Bank; entrepreneurs' preference for using competitors' government-backed services due to the possibility of benefiting from government support in rival banks; few branches.
	Institutional Overlap		Multiple governing bodies; overlapping institutions.
	Inducing a Culture of Entrepreneurship Support		Turning the topic of supporting urban entrepreneurship into an organizational belief in Shahr Bank; developing a strategy to support urban entrepreneurship; utilizing the capacity of Shahr Bank affiliated companies to meet the needs of urban entrepreneurs; helping to create collaboration networks among entrepreneurs; granting facilities to final customers of entrepreneurial goods and services; supporting entrepreneurs by granting facilities to the final consumer of their services.
	Creating and Equipping Infrastructure	Equipping Infrastructure	Transferring financial resources through bank accounts; issuing checks to facilitate transactions; issuing bank guarantees to facilitate entrepreneurs' activities; issuing performance guarantees in international transactions; creating online sales portals; providing banking sales terminals (POS machines); granting facilities; participating in entrepreneurial projects.
Entrepreneurial Development and Transformation	Entrepreneurial Development and Transformation	Changing current bank approaches and procedures; enhancing bank personnel's understanding of entrepreneurial activities; utilizing the intellectual property capacity of entrepreneurial projects in the business financing process; benefiting bank managers and staff from the spiritual advantages of urban entrepreneurship development.	
Enhancing Urban Economic Capacities	Urban Economic Capacities	Participating in enhancing social and economic welfare indicators of customers (citizens); necessity of participating in enhancing urban economic capacity by the bank's founders; participating in improving	

	living conditions in cities to satisfy major shareholders; Shahr Bank managers' support for urban economic development; mutual impact of urban economic growth on the bank's development.
Expanding Shahr Bank's Scope of Activities	Competing with other banks; increasing general public satisfaction with the bank; gaining public trust and maximizing public engagement.
Enhancing Operational Efficiency	Developing a support model for urban businesses; redefining the terms and conditions for granting facilities; eliminating redundant processes in banking services; providing opportunities for other banks to participate in supporting urban entrepreneurship; creating a risk cover fund for investing in urban entrepreneurial projects; changing organizational oversight processes and enhancing organizational support spirit for urban entrepreneurial projects.
Smart Urban Economy	Supporting creative industries; developing inner-city brands; competing to attract talents; targeting investment attraction.
Urban Economic Stability	Sustainable financial turnover; encouraging investment; supporting and encouraging small and medium urban businesses; enhancing trust in economic institutions.
Defining New Jobs and Redefining Existing Jobs	Entrepreneurial networks; establishing think tanks; urban entrepreneurship discourse.
Reducing Unemployment Rate	Social empowerment; technology transfer; growth of quick-return jobs; enhancing youth employability.
Combating Poverty and Destructive Jobs	Supporting vulnerable groups; market creation; employment and entrepreneurship culture promotion; combating the spread of poverty.
Ideal City	Enhancing social capital; social imaging; improving social interactions; entrepreneurial ecosystem; desirable city future; clarifying knowledge.

To control the extracted codes, when two raters rank respondents and intend to measure the degree of agreement between the two raters, the Kappa index is used. To control the extracted concepts, the researcher's opinion was compared with that of an expert. The Kappa index ranges between 0 and 1, and the closer the value is to 1, the higher the agreement between the raters. The Kappa index was calculated to be 0.844 at a significance level of 0.000 using SPSS software. Given that the significance number is smaller than 0.05, the independence assumption of the extracted codes is rejected. Moreover, the extraction of codes has appropriate reliability.

Thematic analysis is a stage of the informational process by which the content of information is changed and

converted using a set of classified and systematic rules, and it is summarized and comparable data. The Shannon entropy method performs data processing very strongly in the content analysis discussion. In this method, messages are initially counted in terms of categories according to each respondent. Then, using the information load of each category, the importance of each is calculated. In this study, the Shannon entropy method was used due to its power and ease of calculation. Accordingly, the support level of past research for the findings of this research is statistically shown.

To calculate the weight of each concept, the total weight of its codes was calculated, and the ranking was done based on the obtained weights in [Table 2](#).

Table 2

Ranking and Importance Coefficient of Codes for the Guiding Model of the Banking System for Urban Entrepreneurship Development

Code	Frequency	Uncertainty E_j	Importance Coefficient W_j	Rank in Concepts	Overall Rank
Responding to Expectations	5	0.002	0.0138	5	10
Banking System as a Key Provider	7	0.006	0.0115	3	8
Shahr Bank's Mission in Urban Development	2	0.002	0.0203	1	1
Social Innovation	3	0.005	0.0118	2	6
Entrepreneurs' Desire for Bank Financing	13	0.004	0.0205	1	2
Maximum Share of Urban Economy	3	0.002	0.0127	4	3
Gaining Competitive Advantage	4	0.009	0.0158	7	12
Promoting Entrepreneurial Culture	5	0.012	0.0106	5	21
Facilitating Terms and Conditions for Granting Entrepreneurial Facilities	2	0.004	0.0206	4	10
Social Responsibility of Banks	3	0.004	0.0192	3	13
Profit-Oriented Approach in the Banking System	1	0.002	0.0204	9	5
Lack of Trust	3	0.003	0.0124	11	14
Governance	2	0.005	0.0114	3	3
Banking Regulations	4	0.005	0.0207	5	6
Lack of Development Vision	1	0.007	0.0118	9	24
Lack of Specialized Human Resources	1	0.002	0.0127	2	19

Prevailing Administrative System	5	0.003	0.0100	6	8
Lack of Explanation of Entrepreneurship Benefits	16	0.004	0.0115	3	16
Investors' Problems	9	0.008	0.0182	4	4
Strategic Weakness	3	0.002	0.0203	8	5
Lack of Information	10	0.004	0.0141	1	2
Conflict of Interest	5	0.008	0.0173	3	8
Shahr Bank's Newness	8	0.005	0.0125	4	17
Institutional Overlap	7	0.003	0.0116	5	28
Inducing a Culture of Entrepreneurship Support	2	0.002	0.0205	2	14
Creating and Equipping Infrastructure	3	0.006	0.0152	2	5
Entrepreneurial Development and Transformation	5	0.002	0.0106	6	3
Enhancing Urban Economic Capacities	1	0.004	0.0186	3	18
Expanding Shahr Bank's Scope of Activities	4	0.009	0.0209	4	23
Enhancing Operational Efficiency	1	0.005	0.0124	7	9
Smart Urban Economy	5	0.004	0.0135	2	11
Urban Economic Stability	2	0.005	0.0174	3	10
Defining New Jobs and Redefining Existing Jobs	2	0.005	0.0111	4	6
Reducing Unemployment Rate	3	0.003	0.0126	9	7
Combating Poverty and Destructive Jobs	1	0.006	0.0206	2	19
Ideal City	4	0.002	0.0132	6	13

Based on the coefficients obtained in Table 2, it was found that the codes "Shahr Bank's Mission in Urban Development," "Entrepreneurs' Desire for Bank Financing," and "Facilitating Terms and Conditions for Granting Entrepreneurial Facilities" achieved the highest ranks among the causal factors. The "Profit-Oriented Approach in the Banking System," "Banking Regulations," and "Strategic Weakness" were the most significant in the intervening factors section and achieved the highest ranks. The "Inducing a Culture of Entrepreneurship Support," "Expanding Shahr Bank's Scope of Activities," and "Combating Poverty and Destructive Jobs" had the highest importance coefficients and ranks among the outcomes section. This means that these topics were given more attention and were extensively studied in the guiding model of the banking system for urban entrepreneurship development. Therefore, it can be said that paying attention to these indicators in the guiding model of the banking system for urban entrepreneurship development is highly important.

4 Discussion and Conclusion

One of the most common methods for financing businesses is through borrowing from the banking system and utilizing the banks' capacity. Depending on their working policies and economic conditions, banking networks propose various credit criteria for financing applicants. The more these regulations and criteria align with the needs and requirements of entrepreneurs, the greater the chance for entrepreneurial growth and development in society. Considering Shahr Bank's constructive relationships

and interactions with urban institutions, including municipalities, supporting urban entrepreneurship can enhance the bank's activity scope and acceptance, thereby fostering urban economic growth. Consequently, this study aimed to design a guiding model for the banking system to promote urban entrepreneurship.

In total, 3 categories, 37 concepts, and 192 codes were extracted for the components of the guiding model of the banking system for urban entrepreneurship development. The research model was developed in three sections: causal factors, intervening factors, and outcomes. Accordingly, senior bank managers must first gain precise knowledge and awareness of the causal factors such as responding to expectations, the banking system as a key provider, Shahr Bank's mission in urban development, social innovation, entrepreneurs' desire for bank financing, maximum share of the urban economy, gaining competitive advantage, promoting entrepreneurial culture, facilitating terms and conditions for granting entrepreneurial facilities, and the social responsibility of banks. Based on the results of the Shannon entropy analysis, Shahr Bank's mission in urban development, entrepreneurs' desire for bank financing, and facilitating terms and conditions for granting entrepreneurial facilities are the most critical causal factors.

Next, after recognizing the causal factors, the intervening factors such as the profit-oriented approach in the banking system, lack of trust, prevailing governance, banking regulations, lack of development vision, lack of specialized human resources, prevailing administrative system, lack of explanation of entrepreneurship benefits, investors' problems, strategic weakness, lack of information, conflict

of interest, the newness of Shahr Bank, and institutional overlap should be considered and examined. According to the research results, the most important intervening factors are the profit-oriented approach in the banking system, banking regulations, and strategic weakness.

Ultimately, the development of urban entrepreneurship can lead to outcomes such as inducing a culture of entrepreneurship support, creating and equipping infrastructure, entrepreneurial development and transformation, enhancing urban economic capacities, expanding Shahr Bank's scope of activities, gaining social acceptance, improving operational efficiency, smart urban economy, urban economic stability, defining new jobs and redefining existing ones, reducing unemployment rates, combating poverty and destructive jobs, and achieving an ideal city. Inducing a culture of entrepreneurship support, expanding Shahr Bank's scope of activities, and combating poverty and destructive jobs have the highest importance coefficients and ranks in the outcomes section. This indicates that these topics have received more attention and have been extensively studied in the guiding model of the banking system for urban entrepreneurship development. Therefore, it can be said that paying attention to these indicators in the guiding model of the banking system for urban entrepreneurship development is highly important.

The lack of a comprehensive model in the studied community, along with ignoring the three main dimensions—cause, interventions, and outcomes—was the research gap that motivated the researchers to present a model. In the present study, through interviews with experts and reviewing previous studies, new dimensions of urban entrepreneurship development by the banking system were introduced with a more detailed and precise approach. Ultimately, a phased model was presented for the application of this phenomenon considering the country's local conditions, aiming to reduce the dispersion of previous research findings and emphasize more coherence and integration. Therefore, this study aimed to cover the existing gap in previous studies and present a guiding model for the banking system to promote urban entrepreneurship.

Based on the results obtained from this study, the following recommendations are proposed:

References

- Acs, Z., & Stenholm, P. (2008). *A global entrepreneurship index using GEM data*. School of Public Policy, George Mason University. https://www.researchgate.net/publication/46463373_The_global_entrepreneurship_index_GEINDEX

To enhance Shahr Bank's scope of activities and gain an acceptable position in urban businesses, it is suggested to form a task force in branch management to analyze the strengths and weaknesses of the bank's presence in entrepreneurial projects. This will help cover the bank's strategic weaknesses.

It is recommended to set internal bank regulations so that when identifying quick-return projects, the preliminary steps are minimized, and the necessary support is provided.

To combat poverty and destructive jobs, it is suggested that managers conduct field visits to underprivileged urban areas and encourage entrepreneurs to develop these areas by providing facilities.

The bank's participation in educational and promotional activities of urban entrepreneurship can effectively institutionalize the culture of urban business development. Since Shahr Bank's mission is the development of urban economies, participating in this process can motivate individuals and institutions.

Finally, for future research, it is suggested to examine the role of social innovation dimensions in urban entrepreneurship development.

Acknowledgments

The cooperation of all participants in the research is thanked and appreciated.

Declaration of Interest

The authors of this article declared no conflict of interest.

Authors Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

- Acs, Z. J., Glaeser, E. L., Litan, R. E., Fleming, L., Goetz, S. J., Kerr, W., Klepper, S., Rosenthal, S. S., Sorenson, O., & Strange, W. C. (2008). Entrepreneurship and urban success: Toward a policy consensus. Available at SSRN 1092493. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1092493
- Phelps, N. A., & Miao, J. T. (2019). Varieties of urban entrepreneurialism. *Dialogues in Human Geography*, 10(3), 304-321. <https://doi.org/10.1177/2043820619890438>
- Rizvandi, M., Rahnavard, F., & Sakhdari, K. (2020). Developing a Framework for Urban Entrepreneurship in Iran. *Innovation Management in Defensive Organizations*, 2(4), 135-160. https://www.qjimdo.ir/&url=http://www.qjimdo.ir/article_104244.html?lang=en
- Wise, N., Gökbulut Özdemir, Ö., & Fillis, I. (2022). Creative entrepreneurship, urban transformation and the (Baltic) triangle model. *Journal of Research in Marketing and Entrepreneurship*, 24(2), 385-404. <https://doi.org/10.1108/JRME-02-2021-0017>
- Xie, L., Cheshmehzangi, A., Tan-Mullins, M., Flynn, A., & Heath, T. (2020). Urban Entrepreneurialism and Sustainable Development: A Comparative Analysis of Chinese Eco-Developments. *Journal of Urban Technology*, 27(1), 3-26. <https://doi.org/10.1080/10630732.2019.1680940>