

Investigating the Relationship between Competitive Strategies and Corporates Performance - Case Study: Parsian Banks of Tehran

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Abstract:

The purpose of this study was to investigate the relationship between competitive strategies and corporates performance. Statistical population of research was consisted active experts and specialists in Parsian Bank in Tehran. According to Cochran sampling about 210 employees were selected. The tool of this research is questionnaire. The reliability was calculated using Cronbach's alpha coefficient, competitive strategies (0.709), corporates performance (0.722). To determine the validity of these tools, face validity and content validity were used. To analyze the data, LISREL software and structural equation modeling were used; the results of this research showed that the relationship between competitive strategies and corporates performance among active experts and specialists in Parsian Bank approved.

Keywords:

Competitive Strategies, Corporates Performance, Parsian Bank

1. Introduction

Globalization has led to increased competition in the business world, facing with problems has caused companies have more efforts in the competitive world and in place to keep their business by finding ways to succeed in their competitive advantage. The purpose of competitive strategy, is creating competitive advantage in the industry. Company with these strategies, can achieve the adopted decisions. Strategy, is a potent issue for the development of business performance of a company or organization in a competitive world. Uncertainty caused by the two components of change and complexity on the one hand and uncertainty in the current environment of

increasing data on the other hand, internalize stress in the organization and ultimately leads to failure for the organization. In this situation, action and strategy as a useful tool towards certain measures for the organization; so that at the next one step further and puts goals to match the strengths and weaknesses opportunities and threats [1]. Strategic orientations guiding principles that influence the marketing activities and strategy of the organization and to develop appropriate behaviors that lead to better performance can be used [2]. How to use strategies to implement change in organizations representing environmental aspects of an organization's business strategy [3]. Business strategy, is the way the company deals with its help the market to competition and an emphasis on achieving and maintaining a competitive advantage in an industry. The key assumption of many management scholars is that better performance is achieved when the organization compared to its competitors have tried to gain and maintain competitive advantage, which is the essence of contemporary strategic thinking. Competition in current market conditions, companies need to adopt strategies to deal with the competition. Many researchers suggest that this is due to the competitive strategies for companies alone can provide a sustainable competitive advantage and superior performance. Traditional marketing is based on the belief that meet customer needs, is the main route for improving business performance [1]. Marketing research in recent decades has shown that marketing alone may not be comprehensive enough to be used as a strategic factor, and companies need to fully pursue strategic orientation. Some studies have shown that the adoption of innovative and entrepreneurial options for strategic decisions, such as orientation, quality and productivity orientation can be effective. Many researchers claim that companies can complete their performance through strategic marketing capabilities to maximize the other direction [1]. Despite the extensive research that has been done in various industrial sectors, little effort has been done in the field service organizations. In a complex environment, today's dynamic and highly variable, banks need to design and adopt a strategy that could help them to improve their performance increased. Because in such a competitive environment, banks are able to survive not because of competition and competitive market to keep pace with their changing and dynamic conditions. So address this issue in the realm of spatial and temporal study gains importance in terms of expected new debate on the issues of management.

2. Problem Statement

Increasing competition in terms of increased sales and market share size, what matters most is in the process of market planning and marketing, competitive strategy deployment. Michael Porter's Competitive Strategy can be verified in three areas. Sometimes companies because of their special circumstances can have a lower cost than other companies that's why they can compete in terms of pricing, such as companies with less resources, more manpower and more effective use of production capacity, cost competitiveness better than competitors operating on the market. In some cases, the competitive power of each of the distinctive elements of the marketing mix, as distinct distribution channels and types of advertising, after-sales service, the price and the way they get etc. these factors will absorb and attract all types of customers and increase the company's market share relative to competitors. The third strategy, select the type of market in which it called center market. That is the part of the market and its deep penetration in such a way that competitors cannot or will not deal with it. From the perspective of Porter, these strategies give companies the opportunity to exploit competitive advantage from three different bases

these include leadership in costs, or differentiate different products and services and focusing on products and certain services [4]. In cost leadership, the company produced standard products that reduce the cost per unit for the customer. The purpose of the strategy is to differentiate the products or services provided to the industry to be considered as a unique product or service and supplied to customers which have little sensitivity to price. The purpose of focusing, paying particular attention to products and services that meet the needs of small groups of consumers. Due to factors such as industry, company size and magnitude and nature of competition can be using different strategies (in terms of cost leadership, differentiation of product or pay special attention to small groups of consumers) to achieve certain benefits [5]. Considering the decisive criterion that determines a company's marketing strategy, it is clear that every company's marketing strategy perspective focuses the company had planned for the future. Having a criterion about resource constraints and market analysis allows each company to employ marketing strategy to be able to take part of the market to provide the necessary facilities for customers' familiar brand names. Marketing strategy should be coordinated with the company's future prospects, otherwise it will narrow the company's focus and there is even the possibility of splitting the company. Development of marketing strategy requires a basic assessment of the company and the market. The selected strategy should be the best choice to help market the company's assets in the pursuit of goals [6]. Given the importance of this question arises in this case study, is there a significant relationship between competitive strategies and corporates performance (Case Study: Parsian Bank)?

3. A review of Research History

Abdi Hevelayi et al.[7], studied Predicting Entrepreneurial Marketing through Strategic Planning (Including Case Study). In the relevant study, the relationship between strategic planning and entrepreneurial marketing in Bank Saderat in the northern region of Tehran was examined.

Haj Abukahaki et al.[8], studied Identificaion and prioritization of effective indicators on optimal implementation of customer reiationship management in the insurance industry(including case study).The present Nowadays, importance of customer within organizations has gone beyond such that the trend of organizations has changed from product-orientation to customer-orientation. Therefore, since the last decade, approach to the issues such as customer relationship management has increased within organizations, that the organizations have felt necessity of the issues such as understanding the customer's needs, reducing the costs for acquisition of new customers, and maintain old customers.

Taghipour et al.[9], studied Risk analysis in the management of urban construction projects from the perspective of the employer and the contractor.Imbalance between anticipated and actual progress in the development of urban construction projects suggests that there are many obstacles and risks which not only causes the urban management be unsustainable, but the reconstruction and development of urban space is also seriously threatened. the results indicated that the experts listed the most significant risks as the delays in the payment of contractors' claims and statements due to the lack of handling financial instruments, the governance of relationships rather than rules in the tenders resulting from employer actions, low commitment to the quality of work provided by their subcontractors, failure to complete the detail engineering by foreign contractors on time, weaknesses in contractors' financial

resources, and offering lower prices than reasonable by contractors to win the tender. Finally, the solutions for eliminating or reducing risks in high risk areas have been offered to provide tranquility for contractors and employers.

Rezvani Befrouei MA et al.[10], discussed Identification and Management of Risks in Construction Projects. Today, risk management in construction projects is considered to be a very important managerial process for achievement of project's objectives in terms of time, costs, quality, safety, and environmental sustainability. Instead of employing a systematic approach for identification of risks, their probability and their effects, most of the studies conducted in this area have focused only on a few aspects of risk management in construction project. The present study aims to identify and analyze the risks associated with development of construction in the greater city of Tehran, employing a comprehensive approach that is consisted of five aspects. After the collection and observation of the data, the output was examined by Pearson correlation also, using charts and tables. The results indicated that "tight project schedule" present in all five categories- imposed the maximum risk. Also "design variations", "excessive approval procedures in administrative government departments" and "unsuitable construction program planning" were identified as next high risk factors.

Alamdar khoodaki et al.[11], studied Effect of integrated marketing communication on brand value with the role of agency's reputation . In today's world, the core capital of many organizations is the brand of that organization. In this research, the effect of integrated marketing communications on brand value has been considered with the mediating role of the reputation of the organization in Iranian insurance.

Taghipour et al.[12], studied Analysing the Effects of Physical Conditions of the Workplace on Employees Productivity. One of the issues that today will improve the productivity of any organization is attention to the human factors engineering. The aim of this study was to find the amount of employee's satisfaction from environmental and organizational factors of their jobs, thus providing guidelines for improving the identified problems which eventually will lead to increase the productivity.

Baghipour sarami et al.[13], studied Modeling of Nurses' shift Work schedules According to Ergonomics: A case study in Imam sajjad (As) Hospital of Ramsar. In this study, 35 nurses working in the emergency ward of Imam Sajjad (AS) Hospital of Ramsar city, Iran, were considered. The final model was implemented with GAMS and at the end, shift working with ergonomic criteria were proposed. The results showed that the proposed working program on one hand will improve satisfaction and efficiency of nurses and on the other hand it can decrease the effects of disorders on shift work.

Taghipour et al.[14], studied Supply Chain Performance Evaluation in IN The IT Industry. The appraisal of several performance measure agendas and metrics already accessible proposes that supply chain performance measure can be detected under different categories such as cost and non-cost. In this study, developed supply chain of IT industry based on BSC from existing decision making models. Then, industrial projects performance and performance evaluation measures have been determined using a designed questionnaire.

Taghipour et al.[15], studied the Study of the Application of Risk Management in the operation and Maintenance of Power Plant Projects. one of the methods used in

good decision making, pay attention to risk management, which is known as an important part of project management and control. Risk management has evolved over time and its systematic method has provided managers with a definite path so that they reduce potential threats to a minimum and reach project goals by the least possible deviations. In this paper, subsequent to an introduction of fundamental concepts of risk, risk management, an account of risk management, methods and its techniques are presented. In the end, following a discussion on how it is practically used in projects in a real and practical sample, risk management and its application are implemented and essential investigations are undertaken into its effects.

Mahboobi et al.[16], discussed Assessing Ergonomic Risk Factors Using Combined Data Envelopment Analysis and Conventional Methods for an Auto Parts Manufacturer. occupational injuries are currently a major contributor to job loss around the world. They are also costly for business. The absence of rational analysis is felt in this area, so mathematical analysis is needed to obtain the logical results of these injuries in order to find gaps or loss points of industry. OBJECTIVE: This paper assesses the effect of five demographic factors on ergonomic risk and occupational injuries using an integrated mathematical programming approach. The obtained results will help managers to carry out any required corrective actions or establish benchmarks.

Taghipour et al.[17], studied Assessment and Analysis of Risk Associated with the Implementation of Enterprise Resource Planning (ERP) Project Using FMEA Technique. Enterprise resource planning (ERP) is one of the latest management tools that can take advantage of information technology to comprehensively gather resources and information in all parts of the organization by an interlocking, system with fast speed and high quality and help users in all organizations and sectors by giving certain modules for managing different sectors such as projects, human resources, and services. Despite the many benefits this system can have for the organization, its implementation and deployment is very risky and costly.

Taghipour et al.[18], studied Construction projects risk management by risk allocation approach using PMBOK standard. Projects' managers in plenty of construction projects which are assumed that are under control, are facing risk as an unknown occurrences and they are attempting to control it and are suffering more costs. Though, by a comprehensible effort and applying risk management, risks are identified and controlled before happening or a plan is provided in order to deal with these occurrences and time and cost are saved. Thus, they have to be controlled and appropriately responded by risk management methods. In this regard, risk management process in PMBOK standard can be a suitable approach to solve this problem.

Taghipour et al.[19], studied The Evaluation of the Relationship between Occupational Accidents and Usage of Personal Protective Equipment in an Auto Making Unit. One of the problems that encounter each work society is occupational accidents. Today, despite the improvements of facilities and working conditions, the possibility of accident occurrence in workplaces and especially in industrial places is inevitable. Since the non-use or misuse of PPE is one of the main causes of accidents in industrial units, the aim of this study is to evaluate the association between occupational accidents and the use of PPE in the body section of a vehicle manufacturing unit. The results showed that there is a meaningful positive

relationship between the factor of inadequate PPE and probable hazards of the industrial workplace.

Taghipour et al.[20], studied Necessity Analysis and Optimization of Implementing Projects with The Integration Approach of Risk Management and Value Engineering. Risk management and value engineering have appeared as modern management tools since the mid-19th century and have been used separately in different projects. Due to the ineffectiveness resulting from separate implementation of the two approaches in major projects as well as the similarity between them in terms of their goals and executive structures, this research tries to analyze the separate role of each approach in the project process and examine the possibility of integration and correlation between their different phases. This article aims at introducing and examining a tool that simultaneously has the capability of the two categories.

Taghipour et al.[21], studied Evaluating Project Planning and Control System in Multi-project Organizations under Fuzzy Data Approach Considering Resource Constraints. Projects can be repetitive tasks in specified periods of time and also it may involve some functions which are performed just once. However, in any project, managers and experts consider three basic and important goals: least time, lowest cost and best quality, so all efforts are directed toward achieving these basic goals. Statistics indicate that projects are either conducted on estimated time or delayed and rarely are delivered before due date.

Taghipour et al.[22], studied Implementation of Software-Efficient DES Algorithm. By increasing development of digital telecommunication and the increase of sending and receiving data of various network of data transfer, protection of the safety of data are the most important necessities of the current world. The increase of different bank trading, increasing use of smart cards, moving to electronic government, are the examples of significance of this issue. In this study, an efficient algorithm implementation by MATLAB and C language is presented and is compared with the latest works in this field.

Taghipour et al.[23], studied Risk assessment and analysis of the state DAM construction projects using FMEA technique. Dam construction projects are the most important projects of the country and absorb a considerable amount of the state budget on annual basis. As they take a long time to be completed, they always face risks and many uncertainties. In this study, the researcher intends to use a highly applied qualitative-quantitative methodology (FMEA) to analyze the risks of state dam.

Taghipour et al.[24], studied the impact of ICT on knowledge sharing obstacles in knowledge management process. Today, knowledge is known as a valuable asset in any organization so management of such insensible asset is one of the factors cause success in organizations. But knowledge can be effective when it is shared across the organization. Therefore, knowledge sharing is a key element in the process of knowledge management. This study aimed to check the impact of ICT on knowledge sharing barriers in one of the mobile operator, in Tehran.

Taghipour et al.[25], studied Assessment of the Relationship Between Knowledge Management Implementation and Managers Skills. The Purpose of this study is to consider the effects of knowledge management implementation on manager's skills of Reezmouj System Company. Results showed that there is a relation between knowledge management.

Taghipour et al.[26], studied Evaluation of the effective variables of the value engineering in services. The value engineering is a systematic method for resolving the problems, reducing the cost and improving the function and quality simultaneously and this leads to the increase of customer satisfaction by investigating and improving the value index. The results of this research which are based on the post managers and specialists responses show that applying value engineering by the post managers has significant effects on reducing the cost, saving time and customer satisfaction.

Khalilpour et al.[27], studied The Impact of Accountants Ethical Approaches on the Disclosure Quality of Corporate Social Responsibility Information an Islamic in Iran. The focus of business units on maximizing profits, tackling competitive challenges, emphasizing short-term outcomes, and delivering diverse accounting services has put accountants in a climate of conflict and pressure that has led to unethical outcomes for them. The main purpose of this study is to test a modified Multidimensional Ethics Scale (MES) to measure the ethical evaluations of accountants and financial managers.

Taghipour et al.[28], studied Identification and Modeling of Radio Wave Propagation Channel in Industrial Environments. Wireless technology in industrial environments is considered due to potential for saving in cable cost, high flexibility in factories, tracing the products and increasing optimization of process.

Taghipour et al.[29], studied Evaluating CCPM method versus CPM in multiple petrochemical projects. Although project management has long been under consideration and various methods have been proposed for timing projects, but they have not been completely responsive to the needs of the project for increasing productivity and customer satisfaction. As a result, increased risks and the incompatibility of the project with the initial Base line plan, necessitate using modern techniques (such as CCPM) as opposed to common methods (such as CPM).

Soleymanpour et al.[30], studied Mathematical modeling for the location-allocation problem - allocation of mobile operator subscribers' affairs' agencies under uncertainty conditions. Mobile phone is one of the inventions of the twentieth century that no one could have imagined that it will grow and become a profitable and huge industry in the world. In fact, mobile operators provide access to telecommunications services for users.

Taghipour et al.[31], studied Application of Cloud Computing in System Management in Order to Control the Process. The implementation and maintenance of organizational resources planning systems is really costly for each business. Large business institutes can pay the costs of organizational systems but due to high costs, small to medium businesses prefer the purchase of these systems and their relevant implementation. Cloud has some advantages in comparison to traditional data centers.

Taghipour et al.[32], studied Evaluation of Tourist Attractions in Borujerd County with Emphasis on Development of New Markets by Using Topsis Model. This research aims to identify tourist attractions in Borujerd County in order to develop new tourism markets in Lorestan province of Iran. For that purpose and with the use of GIS, parameters such as slope, aspect, elevation, precipitation, land use, topography, and landform geology are separately studied and digital maps for each feature are created. These activities have been analyzed using TOPSIS multi-criteria decision model and based on marketing factors.

Abdollahzadeh & Taghipour [33], studied Identify and Priorize Suitable Area for Ecotourism Development using Multi-criteria Analysis for Development of the Tourism Market in Iran (Nathanz City). Nathanz city having regard to natural attraction, desert, Karkas mountain, geo sites, protected areas have great potential to develop eco-tourism. The development of tourism in the city requires recognition of the potential and actual potential of the region. The aim of this study is to identify attractions of Nathanz city to develop new markets by using geographic information system. TOPSIS model were prioritized according to the marketing indicators.

Mirzaie et al. [34], studied The Relationship Between Social Bearing Capacities with Conflict as a Result, in the Perception of the Visiting Historical Sites. Sustainable tourism needs to prevent the destruction and degradation of social, cultural and ecological systems in the host society. It is obvious that tourism development and social characteristics is changing. But this, and severity of these changes depend on the size and number of tourism activities.

Taghipour et al. [35], studied The identification and prioritization of effective indices on optimal implementation of customer relationship management using TOPSIS, AHP methods. One of the reasons of failure of customer relationship management is the lack of suitable criteria to evaluate customer relationship management. A comprehensive measure to assess customer relationship is necessary from a systematic view. The present study aims to evaluate and prioritize effective factors on optimal implementation of customer relationship management in Pasargad bank using statistical methods. The present study evaluates and prioritize the effective factors on optimal implementation of customer relationship management using MADM methods. The results also can be used in the required population and it is an applied design.

Abdi et al. [36], studied the relationship between strategic planning with entrepreneurial marketing in the Saderat Bank of North Tehran. Data analysis using SPSS software showed a significant correlation between strategic planning and the four components of entrepreneurial marketing, including consumer awareness, consumer-oriented innovation, value creation, and risk management.

4. Hypotheses

- a. Cost leadership strategy is related to the corporate performance (Case Study: Parsian Bank).
- b. Differentiation strategy is related to the corporate performance (Case Study: Parsian Bank).
- c. Focus strategy is related to the corporate performance (Case Study: Parsian Bank).

4.1. Theoretical Foundations

Business strategy is the way the company deals with its help the market to competition and an emphasis on achieving and maintaining a competitive advantage in an industry. Key assumption of many management scholars is that better performance is achieved that the organization compared to its competitors have tried to gain and maintain competitive advantage, which is the essence of contemporary strategic thinking. Considering the criterion that determines each company's marketing strategy, it is clear that every company's marketing strategy perspective

focuses the company had planned for the future. Having a criterion about resource constraints and market analysis allows each company to employ marketing strategy that part of the market to take up the facilities necessary to provide customers familiar brand names. Marketing strategy should be coordinated with the company's future prospects, otherwise it will narrow the company's focus and there is even the possibility of splitting the company. Development of marketing strategy requires a fundamental assessment of companies and markets. The selected strategy should be the best choice to help market the company's assets in pursuing goals [6].

Michael Porter's generic strategies: From the perspective of Porter, the strategy enables organizations that exploit three different basis of competitive advantage. They are: cost leadership, differentiation strategy and focus strategy. The three basic strategies are generic or common name. The objective of cost leadership, gain competitive advantage through product manufacturing is the lowest possible cost than competitors. The company's strategy to produce and supply products, which is standard cost per unit for the customer (who is sensitive to price) is reduced [37]. According to differentiation strategy, products and services are offered in the industry to be considered as a unique product or service. It is necessary to mention that these products or services should be offered to customers who do not show much sensitivity to price. It is better to know that this strategy is a way to achieve higher profits [38]. The strategy focuses primarily focus on one or a few specific product or service (or buyers). The logic behind this approach is based on the premise that attention on a market or a product, than firms with multiple markets, the service will be more and more precisely. As a result of this strategy will be achieved a competitive advantage over competitors. Organizational performance suggests that how an organization to reach its goals and mission, organizational performance implies starting from a certain point and reach a precise target that this may include multiple target points such as market share, sales volume, employee motivation, customer satisfaction, quality and so on [39].

4.2. Concepts and Comments

Rastegar [40] Polishing the role of competitive strategies on business performance: with an emphasis on knowledge management strategies. The results showed that a good mediator for effective knowledge management strategies on business performance is competitive and there is a significant relationship between these three components. Lashkari et al [41] examined in a study to evaluate the relationship between competitive strategies and organizational performance. Basic strategies Porter strategies examined in this study were the results of this study showed that there is a significant positive relationship between Porter's Generic strategies (differentiation, cost leadership and focus) and organizational performance. Differentiator and cost leadership, participants perform better than the combination of strategy. Vazifehdost [42] paid to the effect of implementing competitive strategy of Porter in response to market orientation petrochemical customers. The results showed that each of the strategies of Porter have a positive impact on customers' response to market orientation polyethylene products and the impact of cost leadership strategy has a higher priority. Pratono [43] paid to review mediating role in the relationship between marketing capabilities and reward philosophy competitive strategies and the company aims to identify and examine the effect of competitive strategies in the electronic market. Studied strategies, strategies for cost leadership, differentiation and focus and differentiation strategies benefit to consider three strategies mentioned

above provides a cost leadership strategy in the electronics market. Veiseh [44] examines the impact of strategic marketing capabilities and performance orientation of public bank branches, the study examined the effect of strategic marketing variables in the relationship between the orientations on firm performance, finally stated that learning from competitors and peripheral and to store and use customer information in the competitive strategies impact on firm performance. Moulin [45] conducted a study "to measure the performance and organizational excellence". Using econometric methods and panel data, they have to analyze their data. Their research results show that companies are more focused on activity in the central market and were active both better performance and competitive advantage compared to other companies, and finally said central market is a source of competitive advantage for organizations. [46]

4.3. Research Methodology

In particular research, methodology is descriptive - exploratory. Statistical population of research were consisted all experts and specialists in Parsian Bank in Tehran that there are about 480 people, in this study, to determine the sample size used which Morgan sample size for this study is equal to 210 samples. To determine the actual research sample, 250 questionnaires were prepared and distributed among members of the 212 questionnaires were completed and returned.

4.4. Data Analysis and Hypothesis Testing

After determining the measurement models in order to test the conceptual model research as well as ensuring the presence or absence of a causal relationship between the variables and fit the observed data with conceptual models, the research hypotheses are tested using structural equation modeling.

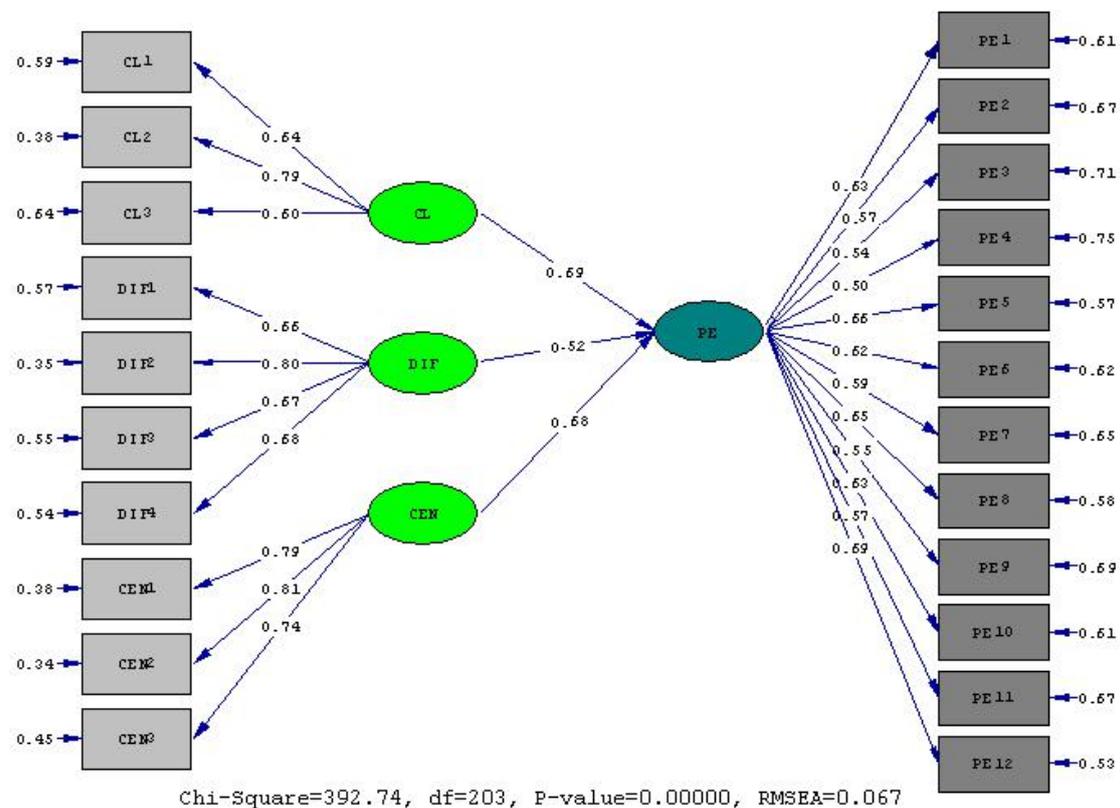


Figure 1. Estimated standard diagram of research model.

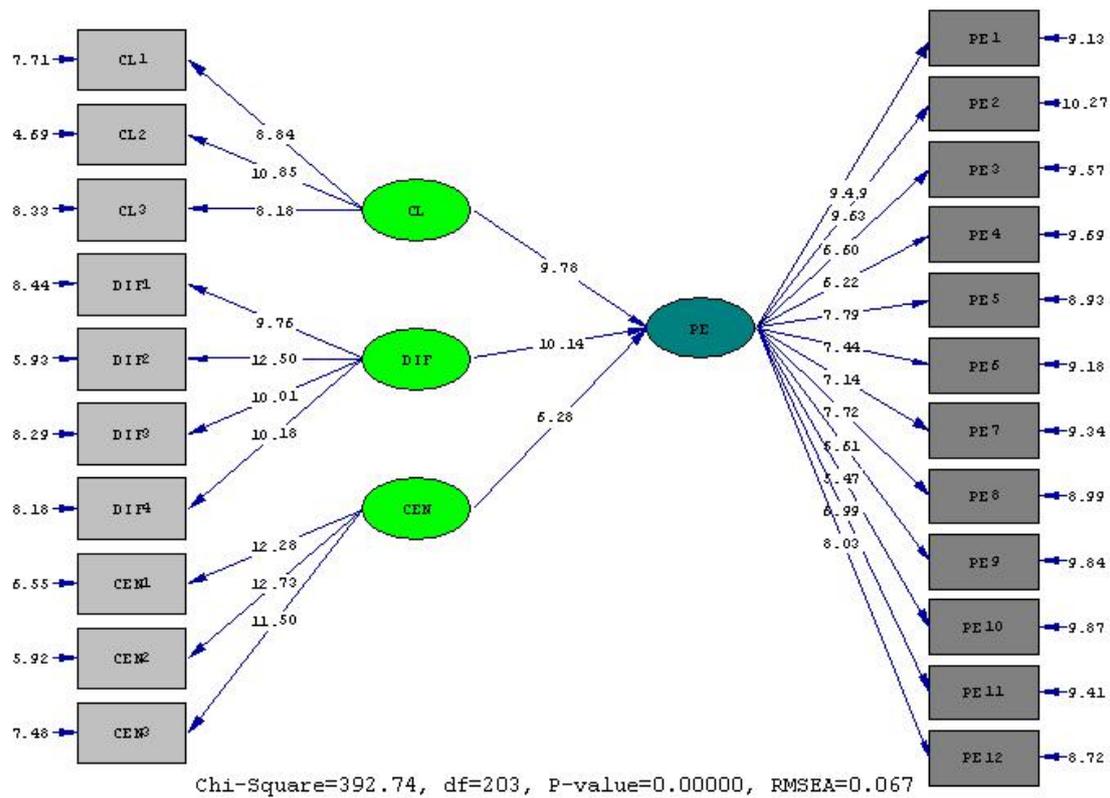


Figure 2. Estimated T-Value diagram of research model.

Table 1. The results of the study hypotheses.

| Hypothesis | Direction | Path Coefficient | Significance | Confirm or reject |
|-------------------|--|------------------|--------------|-------------------|
| First hypothesis | Leadership strategy Organizational performance cost | 0.69 | 9.78 | Confirmed |
| Second hypothesis | Differentiation strategy Organizational performance | 0.52 | 10.14 | Confirmed |
| Third hypothesis | Focus strategy Organizational performance | 0.68 | 6.28 | Confirmed |

The results of the study showed that the value of the assumptions (in standard charts) is higher than 0.5 and a significant amount of (in T-Value Table) is larger than 1.96. So the impact of individual hypotheses were confirmed.

Table 1. Results of structural equation model.

| Chi-square | df | Chi-square /df | RMSEA | GFI | AGFA | CFI | NFI | NNFI | PNFI |
|------------|-----|----------------|-------|------|------|------|------|------|------|
| 392.74 | 203 | 1.93 | 0.067 | 0.93 | 0.91 | 0.97 | 0.93 | 0.97 | 0.91 |

5. Conclusion and Recommendations

According to the test results showed that RMSEA index or Root Mean Square Error of Approximation is less than 10% (RMSEA = 0.067) and Adjusted Goodness of Fit Index of GFI, AGFI, NNFI, NFI, CFI and PNFI are more than 0.9 (GFI = 0.93 and

NNFI = 0.97, NFI = 0.93, CFI = 0.93 PNFI = 0.91, AGFI = 0.91) therefore, we can say that the model is a good fit real-world data and also considering that the chi-square test to the degree of freedom is smaller than 5, (1.93) confirms the validity of the model means that in total the entire structural equation modeling is confirmed.

a. According to the hypothesis of the study results showed that competitive strategies related to the performance of the organization; this result confirmed that the strategy is a strong case for the development of business performance of a company or organization in a competitive world and company relying on competitive strategies can achieve the decisions made; Parsian bank managers must consider this issue in a complex environment, today's dynamic and highly variable, banks need to design and adopt strategies that can help them to improve their performance increasing; because in such a competitive environment, banks are able to survive not because of competition and competitive market to keep pace with their changing and dynamic conditions.

b. According to the first hypothesis confirmed and according to the approved relationship with corporate performance cost leadership strategy and to evaluate the frequency and percentage of respondents answer was that "detailed and extensive monitoring the costs" lowest cost leadership in the variable to be allocated; It is recommended to managers of Parsian Bank with accurate and comprehensive monitoring costs provide enhanced performance of the organization; as a result, the company has a very high efficiency, low overhead, some fringe benefits, rigor in applying for funds, expand the scope of monitoring, reduce maintenance costs and eventually will be broad participation of employees in efforts to control costs. According to the second hypothesis confirmed and approved according to the relationship between differentiation strategy with corporate performance and to evaluate the frequency and percentage of respondents answer was observed that the statements "distinction at the time of delivery" lowest in the variable is allocated to the strategy of differentiation, Therefore, it is suggested that managers and employees strive to provide differentiated services provides a powerful illustration of bank customers in mind, differentiation strategy in the organization to arrange for the service to date and efficient, appropriate behavior of employees, customers responding to the criticisms and recommendations and so provides improved performance in the organization.

c. According to the third sub-hypothesis and according to the approved strategy of focusing on the relationship between corporate performance and to evaluate the frequency and percentage of respondents answer was observed that the statements "market development (new product or service provided to a specific group of customers)," devoted lowest in the variable focus its strategy, therefore, it is suggested that managers and staff deal with certain key customers and the bank in accordance with their personal needs and make it easy on the bank's customers with personalized service and provide special. In fact, most efficient staff for effective communication tool and an integral component in the field of corporate communications and marketing in general. In addition, provide satisfactory service by employees is the most important factor that affects the perception and consumer behavior.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this article.

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