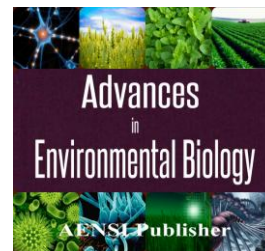




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Identifying and Investigating of the Kinds of Competitive Strategies in the Level of Competitiveness

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ABSTRACT

In this article, the main purpose of identifying of the effect of competitive strategies on the competitiveness and the secondary purposes includes of: 1-identifying of the effect of the strategies of cost leadership on competitiveness. 2- identifying of the effect of discrimination strategy on competitiveness 3-identifying of the effect of focusing strategy on competitiveness in Tose'h Asre Shomal bank. That we have used Pourter model. And the volume of statistical population involve of 260 people of the personnel of bank. That the estimation of sample based on Morgan table is 159 people and for sampling, the simple random sampling has been used. For information collecting, the field and library methods were used and tools used in library method including of fish, informational banks and internet and... and in field method, the tools like questionnaire of the type of close was used that this questionnaire is divided to two parts. The first part is the questions related to "competitive strategies" (22 questions) and the second part is the questions related to " competitiveness " (6 questions). The information obtained from questionnaire by software SPSS and LIZREL have been analyzed. And the obtained results show that the variables " discrimination strategy ", " strategy of cost leadership " and " focusing strategy " have direct and meaningful effect on the comparativeness of Tose'h Asre Shomal bank.

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INTRODUCTION

In today and modern world, the competition is a dynamic factor and the modern technologies of new products, new bordering of market, new manufacturing processes and new managerial concepts lead to forming, changing or even destroying of the advantage of national industrial competition. The experiences of countries like China and Japan show that the only reason of becoming successful of these countries, is their ability in exceeding from the concept of the relative advantage of static. The above countries could overcome on the limitations available in their resources through scientific and technological inventions, maximizing of the rate of manufacturing and developing of foreign commerce. These countries reached to this understanding that the relative advantage can be made through increase of proficiencies, capital and work power and by improving of structure, an environment can be made that goes toward the economical development. In this field it should be paid attention that only having a competitive advantage like cheap work power can not be sufficient, because this advantage will be removed by appearance of a country having cheaper work power and so a stable and steady condition in competitive advantage should be sought [3].

Today's competitive strategy and its pivotal branches about industry's analysis, competitors' analysis and identification of strategic position are considered as an accepted part of managerial activity. Mainly, making a competitive strategy means delivering a wide formula for clearing the quality of competition in a occupation, identification of the purposes and which policies are needed for accomplishment of those purposes.

Problem statement:

Discussion of competitiveness is one of the most important difficulties of commerce and activity in today's dynamic and competitive environment. Organizations for achieving to success in this field need to strong tools to be able to use them as a means for enjoying from the competitive advantages. The most famous model in the universal competitive world, is the model of "competitive advantage diamond" of Michel Pourter. Although this model faced with the criticisms from the authorities that led to proceeding of some improvements in this

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model and a binary diamond, but this model helps to making a deep understanding among the managers, economists and policy makers for adjusting the most proper strategy for promotion of competitive position of organizations.

This model includes of some factors that interact to each others and using these factors leads to making the competitive advantages for organizations. The organizations through using this model will reach to some results like ; very high efficiency, low scoria, sustainable wastage, high attention in giving demand for budget, wider supervision field, decrease of maintenance costs, yield higher than the average range and wide cooperation of personnel in the attempts related to the control of costs. Also the organization will be able due to loyalty to customer to commercial sign of product and consequently lower sensitivity to the price, to make a protective buffer against the challenging competition. The organization can maximize it's profit margin and by customer's loyalty and need of competitor for dominancing on being exclusivity of the competitor causes to making a fuffer of input. By providing the ordered products for answering to the special needs of costumers, focusing on special parts of market that the are demandant of special, different and more expensive products, also focusing on special parts of market that demandant of the cheap products and finally using of marketing researches in different geographical sections and making the product based on the demand and preference of each one of these sections, increases providing the fields necessary for competitiveness of organization concurrently that finally leads to the improvement of the performance of organization and effectiveness and productivity of organization In this article, we pay to the investigation of the effect of competitive strategies (cost leadership, focusing and discrimination) on the competitiveness of Tose`h Asre Shomal bank in Babol city

Methodology:

The main purpose of this research is identification of the effect of competitive strategies on competitiveness of the divisions of Tose`h Asre Shomal bank in Babol city.

The secondary purposes of this research are:

- identification of the effect of strategy of cost leadership on competitiveness in Tose`h Asre Shomal bank in Babol city
- identification of the effect of discrimination strategy on competitiveness in Tose`h Asre Shomal bank in Babol city
- identification of the effect of focusing strategy on competitiveness in Tose`h Asre Shomal bank in Babol city

Total hypothesis:

1. competitive strategies have a meaningful effect on competitiveness in Tose`h Asre Shomal bank.

Partial hypotheses:

- ✓ strategy of " discrimination " has a meaningful effect on competitiveness in Tose`h Asre Shomal bank.
- ✓ strategy of " cost leadership " has a meaningful effect on comparativeness in Tose`h Asre Shomal bank.
- ✓ strategy of " focusing " has a meaningful effect on competitiveness in the divisions of Tose`h Asre Shomal mank.

The spatial range of this research is Tose`h Asre Shomal bank in Babol city that has 13 divisions. And from the time point of view is related to the year of 93. And in this article the following conceptual model has been used:



Fig. 1: conceptual model of research [4]

This research due to the purpose is in the practical group and from the point of view of the method is a descriptive research from the type of survey. Because it delivers a picture of the available condition. And the volume of the statistical population in this limited research involves of 260 people of the personnel of Tose'h Asre Shomal bank. That the estimation of the sample, based on Morgan table, is 159 people. And for sampling, the method of simple random sampling has been used. For collecting of information, the field and library methods were used and the th means used in library method are fish, informational banks and Internet and.... and in field method, the means like questionnaire from the type of close has been used that this questionnaire is divided to two parts. The first section is related to "competitive strategies" (22 questions" and the second section is related to the questions related to " competitiveness " (6 questions) that totally involves of 28 questions. In designing of this section it is tried that the questions be as possible as understandable.

Table 1: composition of the questions of questionnaire.

Total of questions	Number of questions in questionnaire	Research variables
8	8-7-6-5-4-3-2-1	Discrimination strategy
8	16-15-14-13-12-10-9	Cost leadership strategy
6	22-21-20-19-18-17	Focusing strategy
6	28-27-26-25-24-23	competitiveness

In this research for identification of the reliability of the questionnaire by software of SPSS 21, the method of " Cronbach s Alpha " was used. The coefficient of Cronbach s Alpha computed for all variables has been achieved higher than.7. The amount of Cronbach s Alpha for all questions is.789 and for individual elements is also higher than the minimum acceptable level, that it has the acceptable reliability. That it has been inserted in table 2.

Table 2: Results of the test of Cronbach s Alpha for reliability of questionnaire

Alpha value	
0,880	Discrimination strategy
0,907	Cost leadership strategy
0,841	Focusing strategy
0,750	competitiveness

Research literature:

Maria Jose Ortega in the year of 2010 in Kastila Lamanchy university of Spain, by the topic of " competitive strategies and company's performance : the role of balancing of technology abilities " is that both research have considered the dimensions of competitive strategies as an independent variable.

"Shahid Yamin, A.gunasekaran, Flex T. Mavondo " by the topic of : ((relationship among competitive strategies, competitive advantage and organizational performance : empirical analysis)) that has been done in the year of 1999, it pays to the investigation of the relationships among general strategy, comparative advantage and organizational performance. In the first stage, the nature of general strategies, competitive advantage and organizational operation has been investigated. Secondly, the relationship between the general strategies and analysis is competitive advantage. Finally, the concept of general strategies, performance of organization, the proceedings of performance and competitive advantage has been studied. " Kwasi Amoako – Gyampah, Moses Acquah " by the topic of : ((strategy of production, competitive strategy and firm's operation)) that has been operated in the year of 2008, that the research analyzed the dimensions of competitive strategies and pays to the investigation of it's effect on the operation of organization.

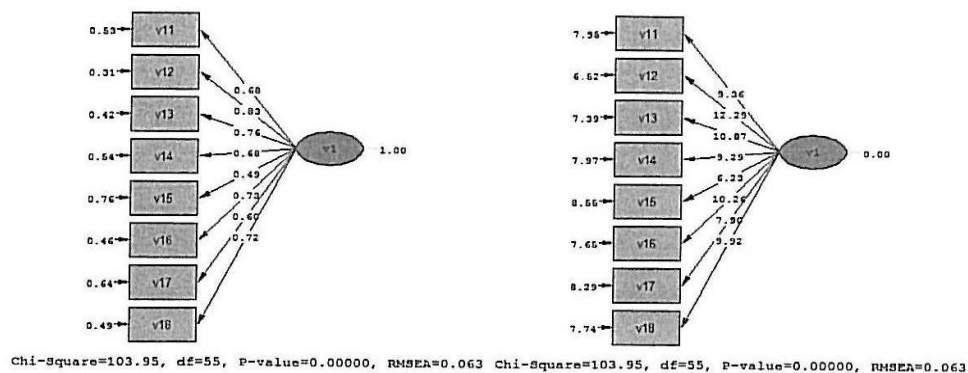


Fig. 2: Model of measuring of correlation of cases with the variable in the moods of Standard and meaningfulness coefficients of T – Value

Admitting factorial analysis of variable of discrimination strategy:

As it is seen in figure (2) $RMSEA = 0.063, x^2/df = 1.89$ that both of them are at the desirable level ; on one hand, in the mood of estimation of Standard, the factorial loads of all cases related to the factors are higher than.3 and in the mood of meaningfulness coefficients of T – Values, the factorial loads of all cases related to the values are outside the range of -1.96 to 1.96 that is indicative of the appropriate correlation of the cases with the variables.

Admitting factorial analysis of the variable of cost leadership strategy:

As it is seen in figure (3) $RMSEA = 0.072, x^2/df = 1.991$ that both of them are at desirable level ; on one hand, in the mood of estimation of Standard of the factorial loads of all cases related to the factors are higher than and in the mood of meaningfulness coefficients of T – Values, the factorial loads of all cases related to the variables are outside the range of -1.96 to 1.96 that is indicative of appropriate coefficient of cases with the variables.

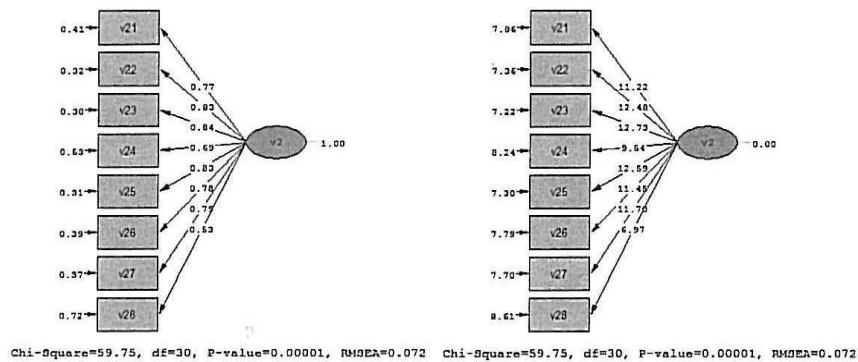


Fig. 3: Model of measuring of correlation of cases with the variable in the moods of Standard and meaningfulness coefficients of T – Values

Admitting factorial analysis of the variable of focusing strategy:

As it is seen in figure (4) $RMSEA = 0.058, x^2/df = 1.996$ that both of them are at the desirable level ; on one hand, in the mood of estimation of Standard, factorial loads of all cases related to the factors are higher than.3 and in the mood of meaningfulness coefficients of T – Values, factorial loads of all cases related to the variables are outside the range of -1.96 to 1.96 that is indicative of the appropriate correlation of cases with variables.

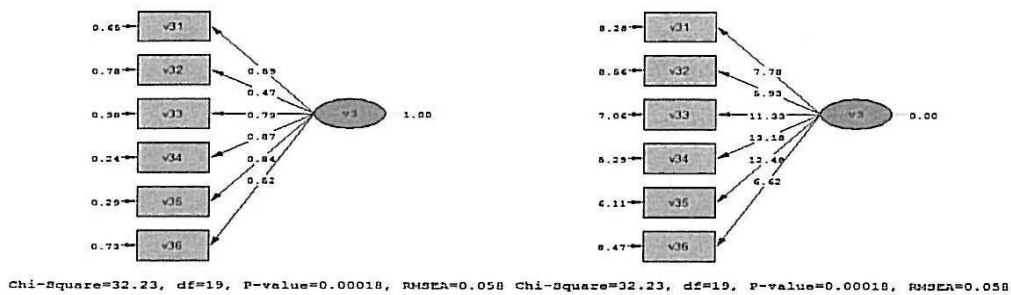


Fig. 4: Model of measuring of correlation of cases with variable in moods of Standard and meaningfulness coefficients of T – Values.

Admitting factorial analysis of competitiveness variable:

As it is seen in figure (5) $RMSEA = 0.021, x^2/df = 1.86$ that both of them are at desirable level ; on one hand, in the mood of estimation of Standard, the factorial loads of all cases related to the factors are higher than.3 and in the mood of meaningfulness coefficients of T – Values, the factorial loads of all cases related to the variables are outside of the range of -1.96 to 1.96 that is indicative of appropriate correlation of cases with variables.

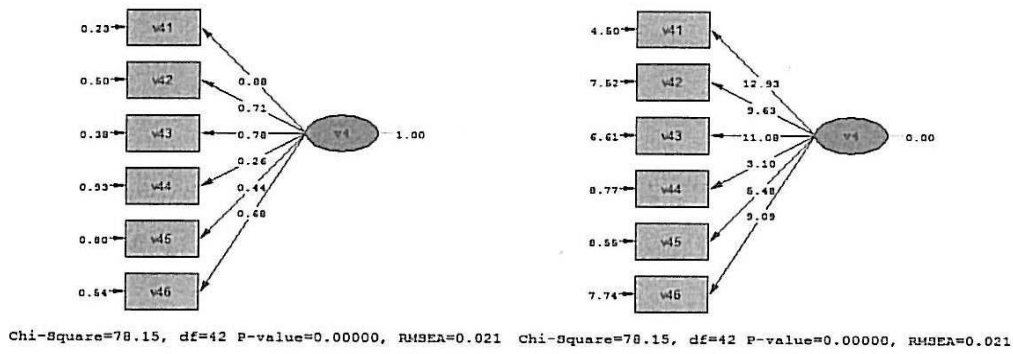


Fig. 5: Model of measuring of correlation of cases with variable in moods of Standard and meaningfulness coefficients of T – Values.

Admitting factorial analysis of independent and dependent variables in general mood:

As it is seen $RMSEA = 0.080, x^2/df = 2.005$ that both of them are at desirable level ; on one hand, in the mood of estimation of Standard, the factorial loads of all the cases related to the factors are higher than .3 and in mood of meaningfulness coefficients of T – Values, the factorial loads of all cases related to the variables are outside of range of -1.96 to 1.96 that is indicative of the appropriate correlation of cases with the variables.

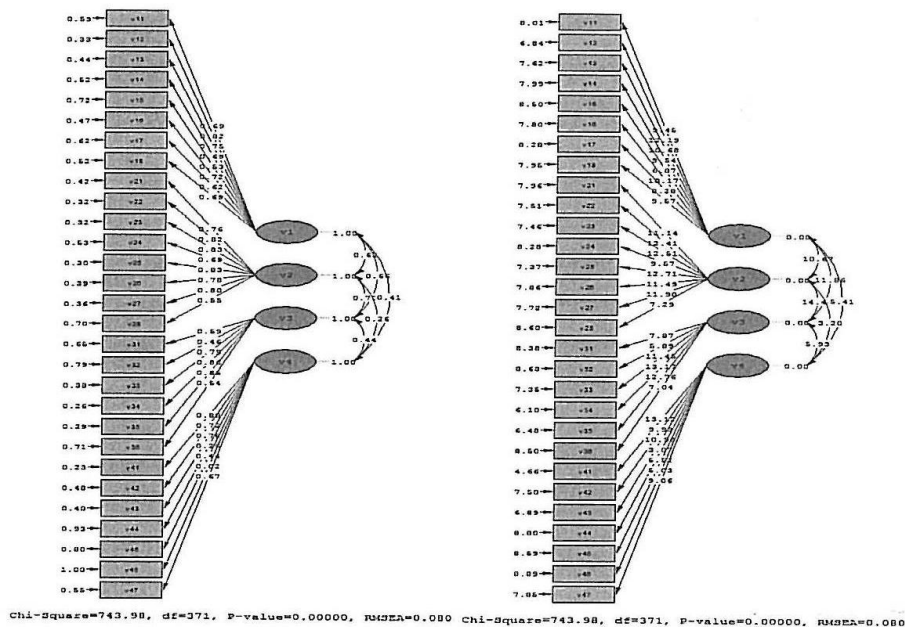


Fig. 6: Model of measuring of correlation of cases with variables in the moods of Standard and meaningfulness coefficients of T – Values

Path analysis:

Following structural model shows the relationship among the components of discrimination strategy, cost leadership and focusing with dependent variable of competitiveness in Tose'h Asre Shomal bank. Figures number 7 and number 8 show the structural model in the moods of meaningfulness coefficients and estimation of standard.

Hypothesis (1) the strategy of " discrimination " has a meaningful effect on competitiveness in the divisions of Tose'h Asre Shomal bank. By attention to the proceeded analysis, the variable of "discrimination" variable was 2.16 that is greater than (1.96) of table, it can be concluded that the effect of strategy of " discrimination " on the competitiveness is meaningful.

Hypothesis (2), the strategy of " cost leadership " has a meaningful effect on competitiveness in divisions of Tose'h Asre Shomal bank. By attention to the proceeded analysis, the variable of " cost leadership " was 2.17 that is greater than (1.96) of table, it can be concluded that the effect of the strategy of cost leadership on competitiveness is meaningful.

Hypothesis (3), strategy of "focusing" has a meaningful effect on competitiveness in the divisions of Tose`h Asre Shomal bank. By attention to the proceeded analysis, the variable of "focusing" was 2. 78 that is greater than (1.96) of table, it can be concluded that the effect of focusing strategy on competitiveness is meaningful.

Table 3: Admission or deny of hypothesis.

result	Meaningfulness number	Topic of hypothesis
Admission of hypothesis	2.16	Effect of " discrimination " variable on the variable of competitiveness is meaningful
Admission of hypothesis	2.17	Effect of " cost leadership " on variable of competitiveness is meaningful
Admission of hypothesis	2.78	Effect of " focusing " variable on variable of competitiveness is meaningful

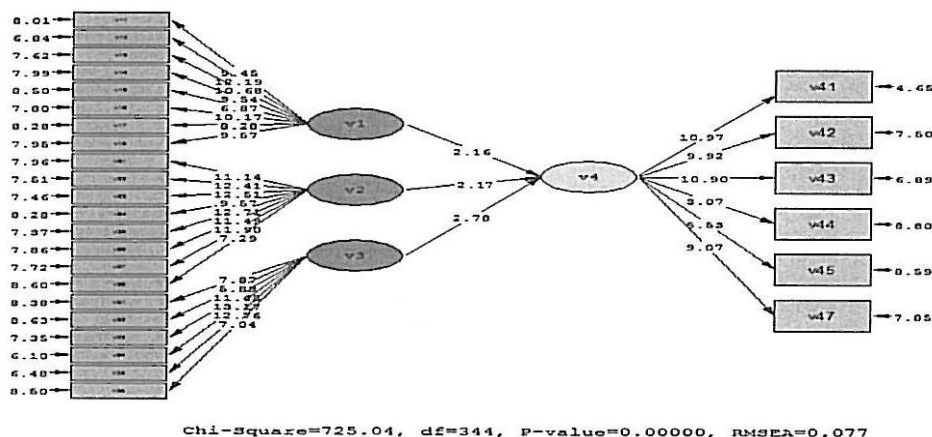


Fig. 7: Model of structural equations in the mood of T – Values.

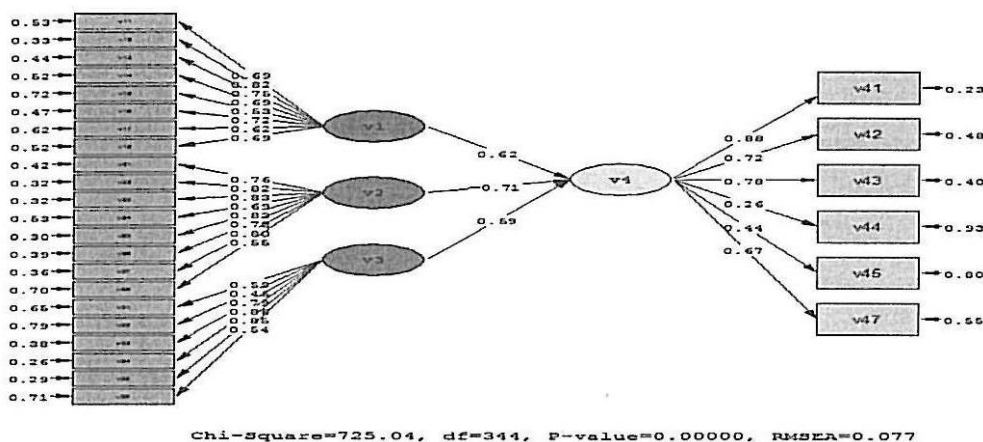


Fig. 8: Model of structural equations in the mood of estimation of Standard.

Goodness of model's propriety:

The level of propriety of model with the index of (chi square) in this research is 725.04. And with degree of freedom of the model equals to 344 that is not lower than zero and the proportion of chi square to degree of freedom equals to 2/10. The level of meaningfulness of this index is lower than 3 that the model is admitted and the amount of P – Value for model of this research equls to 0.0000. That it's level is lower than 0.05 and the amounts of the indexes of NFI, CFI, and IFI in model of this research are 0.93, 0.95, 0.96 respectively, because they are above 0.90, it is indicative of model's propriety.

The amount of index of RMSEA for model of this research is 0.077 because $RMSEA \leq 0.10$ and is greater than 0.10, it's propriety is admitted. And the computed amount of RMR equals to 0.059 because the test is closer to zero, it is indicative of it's propriety.

Table 4: Results of propriety of model

Result of test	Acceptable range	value	Farsi topic of index	Statistical topic of index
Admission of model	$\chi^2/df < 3$	$\chi^2/df = 2.10$	Chi square divided to degree of freedom	χ^2/df chi square divided to degree of freedom
Admission of model	P<0.05	P= 0.00000	Meanfulness level	P-Value (significance level)
Admission of model	RMSEA<0.09	RMSEA=0.077	Mean square error of approximation	RMSEA (Root Mean Square Error of Approximation)
Admission of model	RMSEA<0.09	RMR= 0.059	Mean square of residual amount	RMR (root mean square residual)
Admission of model	CFI>0.9	Cfi=0.95	Index of comparative goodness	CFI (Comparative Fit index)
Admission of model	IFI>0.9	IFI = 0.96	Index of incremental goodness	IFI (Incremental fit index)
Admission of model	NFI>0.9	NFI =0.93	Normal goodness index	NFI (normal fit index)

Conclusion and suggestion:

1 – the results obtained from the hypothesis (1) show that the strategy of " discrimination " has a meaningful effect on competitiveness in the divisions of Tose`h Asre Shomal bank. In the research of " Shahid Yamin, A. gunasekaran, Flex T. Mavondo pays to the investigation of the relationship among the general strategy, competitive advantage and organizational operation. Based on the results obtained from the empirical researches, high discrimination and low costs is not necessarily incompatible and it shows that high discrimination needs often to the unique picking ups, that is incompatible with the high share of market. So it is suggested that attention to the subsets of the variable of " discrimination " like : " different advertisement through the media, diversity in the methods of servicing, time of suitable delivering of the facilities, phone and environmental marketing and...." can be the solution of the competitive problems of organization.

2 – results obtained from the hypothesis (2) shows that the strategy of " cost leadership " has a meaningful effect on competitiveness in divisions of Tose`h Asre Shomal bank, in a research by Kwasi – Gyampah, Moses Acquaaah with the topic of the effect of competitive strategy on strategy of production and their effects on the performance of firm has been investigated. The results of the study show that although the competitive strategies are not directly effective on the operation of firm, but are effective due to the quality. So, either the firm selects the strategy of cost leadership or discrimination, the emphasis on the quality provides many advantages for the firm so it is suggested that the managers have a special attention to it's indexes that are : " having suitable technical knowledge, usage of suitable electronic technologies, attention to standardizing of facilities, having the talented and taught human resources, decrease of the waiting time of customer in the queue and the quality of services...".

3 – results obtained from hypothesis (3) show that the strategy of " focusing " has a meaningful effect on competitiveness in the divisions of Tose`h Asre Shomal bank. So it is suggested that By attention to this matter that it can be deliberative for decision makers in this bank and in this direction it demands their special attention to this strategy, i.e. : a mix of above policies that are directed toward the strategic goal.

4 – results obtained from the main hypothesis that the competitive strategies has a meaningful effect on competitiveness in Tose`h Asre Shomal bank that the element of " discrimination strategy " has a positive and meaningful effect by the coefficient of 0.62, the element of " strategy of cost leadership " has a positive and meaningful effect by the coefficient of 0.71 and the element of " focusing strategy " has a positive and meaningful effect by the coefficient of 0.59 on comparativeness in bank. That the variables of " discrimination strategy ", " cost leadership strategy " and " focusing strategy " have direct and meaningful effect on comparativeness of divisions. Among the three folded dimensions, " cost leadership strategy has had the most effect in organizational comparativeness in the bank ; the discrimination strategy has been the second effective on organizational competitiveness in bank from the point of view of the level of effect and importance ; and the focusing strategy has had the lowest effect on the competitiveness in the bank. So it is suggested that in view of the researcher, the master managers and decision makers of Tose`h Asre Shomal bank should pay their special attention to the competitive strategies from the point of view of Michel Porter including of the elements of " discrimination strategy ", " cost leadership strategy " and " focusing strategy " that have meaningful effect on the competitiveness of the divisions of Tose`h Asre Shomal bank, and control them. From the presented discussion, the following model is delivered

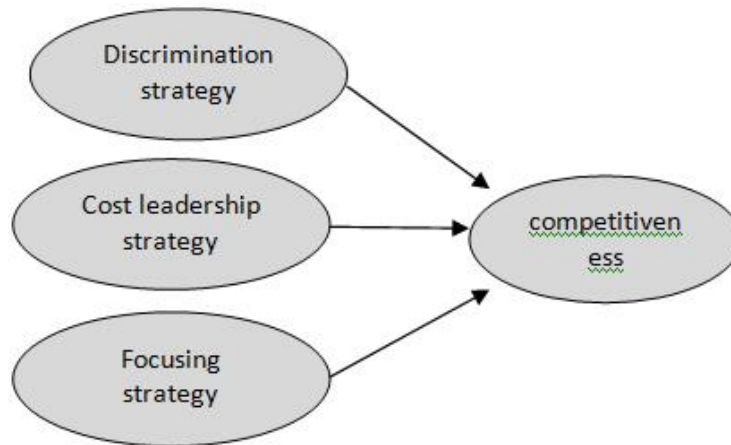


Fig. 9: Model of structural equations (deny or admission of hypothesizes) of effect of independent variables on dependent ones.

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