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**STUDY OF COMPETITIVE STRATEGY IN ORGANIZATION USING
FUZZY LOGIC
(CASE STUDY: IRAN KHODRO MAZANDARAN PROVINCE)**

Ali Sorayaei¹, Zahra Atf², Seyyedeh Hakimeh Taheri³ and Sahar Sargazi⁴

¹ Department of management, Babol Branch, Islamic Azad university

² MSc in Management ,lecturer of Payam Noor Iran

³ Student Master of management, Sciences and Research University of sari

⁴ Student Master of management

*Author for Correspondence

ABSTRACT

Any company that is competing in an industry has a competitive strategy, whether explicit or implicit. It is possible that this strategy clearly formed through the processes of planning the activities of different departments or executive of a company to be created gradually and implicitly. Now you know we select companies and organizations in the strategies, policies and approaches can your inner strengths, weaknesses external environment bring opportunities and threats conversion and with the benefit of domestic capabilities and opportunities of the environment, goals and missions bring your inner vision. The purpose of this study was to evaluate the organization's competitive strategy using fuzzy logic (case study Iran Khodro Mazandaran province) is. To analyze the research questions of fuzzy analytic hierarchy process were used. Based on the results obtained the cost leadership strategy has the highest importance has been ranking among competitive strategies and then the focus strategy and differentiation strategy will be.

Keywords: *Competitive Strategy, Leadership Strategy, Focus Strategy, Differentiation Strategy*

INTRODUCTION

Every organization should strive to be a leader in the industry and creative (and not as passive) can act that is, rather than react to the events themselves, Impact on the environment should strive to continually innovate in the decision making process, strategic management initiative is a manifestation of (khoshghavim,2009). Undoubtedly, business organizations and companies target global markets that followed doomed knowledge, compliance and obedience do not like, but want to be considered a leading influence in a word. Today, the company's international growth and intense competition they create for larger share of the market environment has created a very difficult for managers to make decisions. In such an environment, a mistake or wrong decision, corporate executives, they may lead to permanent failure has inevitably become a competitive strategy. Competitive strategy in order to defeat the manager's performance reveals strong competitor in international markets (Rosemary, 2010). Derived according to the basic nature of competition is changing in many global industries. Such a change has been growing rapidly and has continued without interruption. Fierce competition is a term often used to show the realities of the new competitive arena (Verhoeven, 2008). In Iran, although the industry has started its activities around four decades ago and in recent years has experienced a growth rate of 30% but overall we can say that not only has not been person is competent in foreign markets but due to protect and monopolize the situation is fragile; So when you remove the protection and liberalization of imports, it seems likely maintaining the internal market is faced with serious challenges. Foresight , understanding the process of market globalization and intensified competition in this industry, " global ", " focus " and " capital " are faced with enormous excess capacity requires but unlikely to prevent future undesirable infrastructure to take advantage of opportunities facing the country's automobile industry , which in recent years has become a leading domestic industry key and fairly , Strategic power industry to keep the domestic market and entering other markets constantly evaluated (Kerugman ,2010). Porter's view, Competitive strategy, which gives organizations the ability to take advantage of competitive advantages

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from three different angles, these angles are: Cost leadership and differentiating your products or services and focus on a particular product or service. (Pesaran& Williamson, 2012)

Research questions:

The main question: What are the Mazandaran province of Iran Khodro effective competitive strategies and how were they affected?

Subsidiary questions:

- 1-What are the priorities focus on strategy and how they influence the way?
- 2-What is the cost leadership strategy and priorities in order of how they are affected?
- 3- What are the different strategies and priorities in order of how they are affected?

Theoretical Principles research:

In today's dynamic and competitive environment, the importance of using the right strategy against competitors not wearing any intelligence director. Follow the right strategy to compete in such a market leading position in the industry is relevant. Position relative to other players in the industry, was the decisive point and the organization itself will be in the proper position relative to its competitors , will earn higher profits than the industry average . In addition, even with such an inappropriate structure of industrial organization in which it is active rapid return on investment will taste sweet . Fundamental survival situation between the rival firms in the industry is to maintain a competitive advantage. Depending on the structure of the industry, Competitive advantage , firms are faced with very large dimensions take . Also depending on the scope of activities covers the whole market will or a section or sections of the market works there are also different strategies among firms. (Kerugman ,2010). Ghasemi (2012) In an article titled " Effects of applying appropriate competitive strategies on the performance of companies in Iran ." Evidence regarding effective competitive strategies The possibility of using and prioritize strategies for businesses it has created . The observed results can be acknowledged and prioritize the importance of each of four different competitive strategies and the difference is significant. In other words, the efficiency of businesses affected by each of these dimensions , The reaction gives a special and different .This way the cost leadership strategy the first priority has the greatest impact on business performance .in the next step, strategies, best practices, cost ,Differentiation , and focus on other important priorities in improving the performance of businesses are Rahim niya (2010) In a study titled ((check the impact of competitive market forces on packaging strategy using Porter's competitive model)): In this paper an attempt has been to examine the impact of competitive market forces (Porters five forces) component package to be one of the most important tools of marketing and products, understanding of the competitive package found Pinz(2010)In an article titled the Emergency Economic Role in the chain of medical centers : Porter's Five Forces model for emergency medicine : emergency medicine stating that the United States plays an important role in the health care chain . Michael Porter's five- factor model of industry analysis, emergency centers that offers a view of the economy puts the power supply , the power of buyers , threat of substitute emergency medicine, internal barriers to entry and competition are affected .Hill (2012) explaining the reasons for his money in the stock market development strategies and best practices: In this paper, the researcher has argued that Combining and integrating differentiation strategy and low cost price, Sustainable competitive advantage is created and sustained. He has pointed out: Although the immediate effect of increasing the cost per unit of product differentiation strategy will be However, if the quantity increases, all prices are in control the long-term effect leading to reduced cost every single product and market development will lead

RESEARCH METHOD

The purpose of the applied research component of the study and a research methodology, cross-sectional survey. Some experts in the research community of Iran Khodro Mazandaran province including managers and experts of the company. There are about 20 people who used their input to the prioritization

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criteria. And because of this research is limited, It was decided to examine the entire population, and the sample should be avoided.

Analysis of data:

The results of inferential statistics:

The first sub-question: What is the cost leadership strategy and priorities in order of how they are affected?

Table 1: Priority criteria cost leadership strategy

Priority	weights	Of cost leadership strategy
The second priority	0.075	Reduce production costs
The first priority	0.078	Reduce the cost of raw materials
The sixth priorities	0.000	Reduction of wage costs
Fourth Preference	0.055	Reduction in transport costs
The fifth priority	0.052	Reduce the cost of waste
The sixth priorities	0.030	Reduced maintenance costs
The third priority	0.070	Rigorous and extensive monitoring costs
The first priority	0.078	Increase production capacity

The second sub-question: What are the different strategies and priorities in order of how they are affected?

Table 2: Priority criteria differentiation strategy

Priority	weights	Factors differentiation strategy
The second priority	0.0091	Product differentiation (differentiation in features, performance and distinction in design and shape)
The first priority	0.049	Differentiated Services (the ease of ordering, delivery differentiation, distinction and distinction in teaching, consulting and maintenance)
The first priority	0.049	Personal distinction (differentiation in response, the distinction between competence and distinction of reliability)
The first priority	0.049	Differentiation on the basis of distribution channels (the difference in coverage of professional distinction and differentiation in the distribution channels)
The second priority	0.0097	Discrimination based on mental image (the difference in brand differentiation and distinction in offering incentives in ads)

The third sub-question: What are the priorities focus on strategy and how they influence the way?

Table 3: Priority criteria focused strategy

Priority	weights	The strategy of focusing
The first priority	0.21	Market penetration (increasing the number of dealers in the area, particularly in the area of special promotions and increased costs)
The second priority	0.11	Market development (new products or services to new geographical areas for specific groups of customers)
The third priority	0.063	Needs of small groups of customers with products and services

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Main research question: What are the Mazandaran province of Iran Khodro effective competitive strategy and how they influence the way?

Priority	weights	Factors Competitive Strategy
The first priority	0.440	The cost leadership strategy
The third priority	0.166	Differentiation strategy
The second priority	0.392	The strategy focuses

Based on the results obtained the cost leadership strategy has the highest importance has been ranking among competitive strategies and then the focus strategy and differentiation strategy will be.

SUGGESTIONS

According to the results of the analysis and to determine the competitive strategy of cost leadership strategy is that Iran Khodro and determine the priority and importance of each of the following criteria, The following suggestions are offered for each of the factors separately. Recommendations related to cost reduction strategy : Government support for producers , including low-interest loans , import tariffs on new devices , providing cheaper raw materials to manufacturers, control inflation and cost effective production and to increase the production capacity of the domestic and foreign markets open it also attempts to reduce the cost of transportation of goods and applying appropriate distribution systems , Reduce maintenance costs and waste control over raw material costs ,costs of personnel and human resources , imposition of strict controls and applying standard methods to monitor and wider costs and provide regular reports from the company to reduce costs and additional expenses to and in this regard, efforts will be fruitful for all employees control costs suggestions differentiation strategy: recruitment and appointment of people to produce innovative products, distinctive and unique that meets the tastes and needs of customers and the variety and quality is high in order to encourage customers to purchase and then provide easy access to amenities and facilities for clients of products anywhere in the world and the use of modern methods of advertising and providing services to attract customers. Suggestions focused strategies: Ministry of commerce of the company can show its products in Iran especially those held abroad and its products in new markets and exhibited and trying to attract new clients and also invest more in advertising costs and increasing the number of branches and agencies involved in the marketing and development of new markets to be successful.

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