The Effect of Competitive Advantage Strategies on Customer Loyalty: Mediated role of Brand Identification and Brand Awareness (Case study: Parsian Insurance customers)

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Abstract

The purpose of this study is to investigate the effect of competitive advantage strategies on customer loyalty with the mediating role of customers brand identification and brand awareness in the insurance industry. The study methodology is descriptive-correlational and the statistical population were Parsian Insurance brand customers in Rasht, Lahijan and Bandar Anzali cities. By the use of Morgan table, the sample size were 384 people which finally we selected 389 people by the use of random sampling method. The main dimensions of the research questionnaires were competitive strategies of differentiation, cost leadership, brand identification, brand awareness and customer loyalty. In order to analysis the data we used SPSS 22 and Smart PLS 2 software. The results indicated that differentiation strategies has meaningful and significant effect on customer loyalty and also the mediating roles of brand identity in the relationship between differentiation and customer loyalty and also in the relationship between cost leadership and customer loyalty were confirmed, but the relationship between cost leadership on customers loyalty and the mediating role of brand awareness in the relationship between differentiation on customer loyalty and cost leadership on customer loyalty were not confirmed.

Keywords   *Competitive Advantage Strategies, Customer Loyalty, Brand Identification, Brand Awareness*

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Introduction

In recent years, the structure of customer loyalty has become a key title among researchers and experts (Islam et al., 2021). It has been shown that a 5% increase in customer retention can subsequently lead to an astonishing 25 to 75% increase in profits, and keeping customers loyal costs surprisingly five times less than attracting new potential customers to a company (Han and Et al., 2018). In fact, the main key to the life of a business organization is to keep consumers loyal to the services, because no organization can survive without loyal and satisfied consumers. Therefore, successful marketers are those who know that the main way to achieve a wider market and more sales is to navigate the mind and heart of the customer, not the storefront (Rashidi et al., 1398). Customer loyalty provides a reliable source of sustainable growth and guaranteed revenue. Also, loyal customers who are cheaper to provide services, are less sensitive to price, cause positive word of mouth advertising and challenge competitors' strategies, gain a good competitive advantage through market share and good profitability. Another advantage of regular customers is the reduction of marketing costs because customers are already familiar with the company and the quality of its services and products (Marija, 2018). Marketing is also evolving at a stage where marketers are not just thinking about finding new customers. Today, customer satisfaction is no longer enough and companies should not be happy with customer satisfaction, they should make sure that their satisfied customers are also loyal (Amiri, 2018). Customers who are not loyal to a brand buy the brand's product/ service for a variety of reasons, including affordable price, easy access, and convenient location. On the other hand, customers who are truly loyal to a brand, in addition to constantly buying the brand product / service over time, also show interest in that brand (Han et al., 2018). With the expansion of competition in the country's insurance industry, effective communication with customers has become one of the most important performance indicators. In fact, the entry of private and domestic brands to compete in the country's insurance industry, intensifying competition,

increasing customer power and reducing the number of loyal customers, has encouraged insurance brand managers to use different marketing strategies to increase market share. Brand awareness includes consumer recognition, recall, importance, awareness, scope of knowledge, recall of brand performance as well as attitude towards the brand. Brand awareness influences customer decision making by influencing brand associative power. Therefore, brand awareness can be defined in terms of customers' ability to relate the brand to a particular product category (need) to the extent that it leads to brand purchase. In other words, it can be said that brand awareness goes back to the power of brand presence in the minds of customers (Rasoulabadi et al., 2015). Brand awareness is related to the power of approval or the effect that the brand has on the mind and is reflected by brand recognition under different conditions. According to Aaker (2000), brand awareness is one of the determinants of brand value. He stated that it can be called as the level of consumer familiarity with the brand. Keler explained that brand awareness includes brand recognition and brand reminders; brand recognition includes the ability of the consumer to identify the brand, and brand reminder includes the ability of consumers to remember the brand without a stimulus (reminder) (Keller, 2013). Consumer willingness to buy from reputable and familiar brands refers to brand awareness and shows the power that the presence of the brand has in the minds of customers in its target market and also shows the ability that customers have to identify that brand in different situations. Brands are able to display the positive, attractive and meaningful social classes with which customers want to identify themselves. They also carry a lot of symbolic meaning, so they can help customers achieve their basic identity goals (Rahimnia et al., 2014). Scientists believe that a strong brand identity by the customer can lead to a better evaluation of the brand. In fact, numerous studies have shown the vital role of customer identification in building customer loyalty to the brand. The role of brand identification has been investigated by the customer in different situations, but so far contradictory results have been presented. For example, a study by

Kuenzel and Halliday (2008), conducted on the car brand, showed that brand identification by the customer leads to word-of-mouth communication and repurchase and customer loyalty, while the study on the mobile phone brand shows that brand identification by the customer has no effect on brand loyalty by him (Nick Hashemi et al., 2015). Customer identification with the brand occurs from two perspectives: at the individual level, brands can help people emphasize their personality and express their values and beliefs. And from a social perspective, brands can act as a means of communication, fulfilling the aspirations and dignity of the consumer. Research on brand identity describes this phenomenon as an important factor in consumer behavior, which offers two types of behavior: in-role behavior, such as loyalty, and out-role behavior, such as participation behaviors, ie behaviors that are not entirely related to personal interest, such as brand support, advice, or resistance to negative information, which is referred to as attitude, which are also dimensions of loyalty.Studies focused on the effect of brand recognition on brand loyalty have shown different results, from significant direct impacts to indirect impacts or ineffectivity (Simões Coelho et al., 2019). Barney et al (1989) define competitive advantage as a situation in which a firm implements a strategy that creates value and is not simultaneously implemented by its current competitors. After reviewing the literature on measuring competitive advantage, two approaches can be observed: financial approaches and non-financial approach. Articles that measure competitive advantage using financial measures refer to the company's annual turnover profit, which is measured by returns on equity (ROE) and / or return on assets (ROA). Competitive advantage in a non-financial approach is measured by increasing sales and business efficiency (Marija, 2018). According to related scientific studies, it can be said that the relationship between competitive advantage and consumer loyalty has been overlooked. Given that customers compare and evaluate their service provider with other industry providers, and as a result, the competitive advantage that customers perceive can help explain customer loyalty

(Baumann et al., 2017). Given the importance of forming a deep relationship between customers and insurance companies and the need to pay attention to the needs, wants and expectations of customers in order to increase the non-financial performance of the organization, marketing managers use different marketing strategies such as social responsibility (Baskentli et al., 2019) and competitive advantage strategies is one of the most important and effective marketing strategies, which include Porter's competitive advantage strategy (1980), Bowman's strategy clock (1991), Miles and Snow's competitive strategies (1978), Parnell strategy of customer value and market control by Parnell (2006). Among the strategies discussed, dual strategies of differentiation and cost leadership are among the most widely used competitive models to improve the position of brands (Sun and Lee, 2018). This dual strategy generally emphasizes the will to differentiate and innovate services at a very competitive price compared to competitors, so that the brand can gain more market share (Bayraktar et al., 2017). Porter (1980) designed general competitive strategies based on organizational structure, based on which the brand achieved a better position compared to competitors (Porter, 2011). These strategies include cost leadership or efficiency-oriented, differentiation, cost focus, and differentiation focus (Eldor, 2020). The relevant litreature also shown that these two strategic strategies (differentiation and cost leadership) allow businesses such as insurance to gain a larger share of the target market (Liu & Atuahene-Gima, 2018; Yuan et al., 2018). Research has shown that improving non-financial performance indicators such as increasing levels of loyalty (Mohammadi et al., 2019), satisfaction (Ahmadzadeh et al., 2018), trust and reputation of the organization (Haghshenas, 2018) has led to better positioning of the insurance business brand which affects the profitability and financial performance of the brand in the long run. Accordingly, this paper aims at examining the impact of Porter's (1980) public competitive advantage strategies - differentiation and cost leadership - on customer loyalty.

Backgrounds

Customer loyalty is defined as a deep-seated commitment to repurchase or re-support a preferred product in the future, despite the fact that the situational effects of marketing efforts have the potential to change a person's behavior (Kasiri et al., 2017). Customer loyalty is the first output for the customer experience variable (Pekovic & Rolland, 2020). Creating and maintaining loyalty is the ultimate goal of most marketing activities. The important thing about the concept of loyalty is to recognize the antecedents and factors that affect it. Quality of service, perceived value and trust in the brand are elements that have been identified in numerous studies as the preconditions of brand loyalty. Brand loyalty means the presence of a positive attitude in the customer towards the brand, which affects their behavior, leads to its purchase and re-preference over other competitors (Haddadian et al., 2016). Customer loyalty is one of the variables that has been researched in most consumer behavior. Some authors have reduced the concept of loyalty to the topic of repetitive purchases, but others have improved this concept by adding an attitude component (Marija, 2018). Clearly, that customer loyalty is significantly more important than customer satisfaction in the success of a company's business. Loyal customers offer amazing marketing power through word of mouth advertising and recommending goods and services to other acquaintances. Customer loyalty to the brand can increase the company's market share, and market share is closely related to the company's rate of return and profitability. A large number of loyal customers to a brand are considered the company's assets and are known as the main indicator of brand equity and also the loyal customers are less sensitive to price changes compared to non-loyal customers (Rasoulabadi et al., 2015). The main goal of brand management is to create and maintain brand awareness, because brand awareness helps consumer decisions as well as the company's value creation process. In today's materialistic world, the consumer seeks to make sense of consumption and the brand creates the necessary meaning and concept (Soltaninejad and Nowruz, 2016). In the

marketing literature, the concept of loyalty is often considered synonymous with concepts such as Repeat Purchase, Preference, Commitment, Allegiance, and these terms are used interchangeably (Sahin et al., 2011). As a behavioral intention, customer loyalty is defined as their desire to establish a lasting and long-term relationship with a service provider. Therefore, loyalty has been identified as one of the key goals of organizations, which ultimately leads to business growth, which helps to create a stable customer to improve sustainable competitive advantage. (Latif et al., 2020). Oliver sees loyalty as a commitment to buy products and services consistently in the future against all odds and at all costs, despite strong competitors' marketing efforts (Oliver, 1997). The concept of loyalty from a behavioral point of view distinguishes loyal customers from those who buy regularly. Thakur (2016) defines loyalty as frequent purchases that are a function of the psychological processes of commitment (Islam et al., 2021). Touzani & Temessek (2009) defined brand loyalty as a person's deep desire to repurchase and re-prefer it in the future. Beerli et al. (2004) define loyalty as follows: Loyalty refers to a strong commitment to repurchase a superior product or service in the future, as the same brand or product despite potential marketing impacts and competitor's efforts. Certainly, brand loyalty is one of the ways that consumers express their satisfaction with the products or services received (Rashidi et al., 2009). Loyalty prevents customer attraction from competing organizations and makes the organization benefit from repeated purchases. In today's turbulent economy where there is no guarantee for the survival of the organization in the business environment, loyal customers can help the organization maintain and grow (Amiri, 2018). Given that consumption is a social act, recent studies have examined perspectives on the relationship between social identity between companies and customers or between brands and consumers. The social identity perspective is supported by two concepts: brand identity and customer-brand identity. Brand identity refers to the unique features of a brand that allow customers to distinguish that product / service from

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competitors. Distinction and credibility give brands a strong identity and make them more attractive to consumers. Consumers also tend to be identified with brands that are strong in terms of identity (Simões Coelho et al., 2019). The concept of customer identification of the brand owes much to the social identity magazine. According to this theory, people approach brands because they can meet their identity-driven needs individually and socially; needs that according to Caroll & Ahuvia (2006) can include modifying the previous customer identity, strengthening the current identity and even creating a new identity for the customer (Ebrahimi et al., 2016). Stokburger-Sauer et al., (2010) defined "customer identification with the brand" as a state of customer perception of brand integration. They believe that this concept originates from social and organizational identity, so they consider it related to the concept of self-connection with the brand. Self-branding is a measure of the intensity of the relationship between a brand and a person's personal identity so that they can shape themselves or communicates with others through the brand (Stokburger-Sauer et al., 2010). Ashforth & Mael (1989) believe that identity is a sense of the relationship between the customer and the company through which customers feel one with the identity of the company or brand. Therefore, it can be inferred that consumers meet their need to have an identity through the brands they choose (Mohammad Shafiei et al., 2018). Customer brand identification is theoretically related to the concept of brand trust, brand trust, which increases due to customer knowledge of the brand, is an important predictor of brand loyalty. By creating network relationships, which are highly valued by customers, trusting links to the brand leads to commitment and loyalty to the brand (Nick Hashemi et al., 2015). Tajfel (1982) in the theory of social identity introduces the components of identification as follows: 1- Cognitive component that refers to the feeling of awareness and acceptance of membership in the social group, 2- Value component that refers to the relationship between this awareness of membership and some implicit values related to the group and 3-emotional dimension that deals with

emotional investment in the previous two dimensions (awareness and valuation) (Rahimnia et al., 2014). Past research has also shown that brand identity and reward have a positive and significant effect on customer loyalty (He & Li, 2010; Marin & et.,al., 2009). Awareness means the amount and power of presence that the brand has in the mind of the consumer. There are several ways to measure customer brand awareness and customer recall. These methods can range from brand recognition (have you ever seen this brand?) to brand mental calling (what brands do you remember in this product group?) and the highest brand in mind (the first brand to be remembered) to the dominant brand (the only brand to be remembered) (Aaker, 1996). Brand awareness is a first step towards consumer commitment to a brand that is consistently associated with brand loyalty (Kim et al., 2018). Brand awareness has many competitive advantages for companies. Among other things, awareness creates a sense of brand familiarity in customers. If a brand is called in the mind of the customer at the time of purchase, it can create prominence in the mind of the customer. Awareness of the name can also be a sign of some kind of customer commitment. According to many of these researchers, brand awareness and attractiveness are the most important components of brand equity models (Bakhshizadeh et al., 2016). It is said that the value of a brand is based on the level of customer awareness and their perception of its quality. The better the customer understands the brand values and quality and trusts it, the more their loyalty and satisfaction increases (Haddadian et al., 2016). Brand awareness shows the power of brand presence in the minds of the target market and the ability of customers to identify the brand under different conditions shows their level of brand awareness. Brand awareness can be determined by the level of consumer familiarity with a brand (Rashidi et al., 2019). Brands vary in the amount of power and value they have in the market. In one spectrum, there are brands that are not known to most consumers. On the other hand, there are brands that buyers are relatively aware of. Awareness demonstrates the power of brand presence in the minds of the target market, and the ability

of customers to identify the brand under various conditions shows brand awareness. Brand awareness is the ability of a potential buyer to recognize and remember that a brand is a member of a particular product class (Soltaninejad and Nowruzi, 2016). Researchers in previous studies have shown that the use of strategic models of competitive advantage such as Porter's Generic Strategies model (1980) has a decisive role in improving organizational performance (Liu et al., 2018). Strategy generally refers to the long-term activities of the organization in order to achieve the set goals and most research classifies strategies into three categories of corporate, business and functional strategies. Corporate strategies focus on strategic intents (mission, vision and objective goals of the organization) as well as the organization's ability to compete with competing companies. Functional strategies focus on developing and applying proven strategies for better organizational performance such as marketing, Human, financial, and executive resources, and ultimately business strategies, also known as competitive strategies, focus on creating a competitive advantage in the target market (Eldor, 2020). In Porter's Generic Strategies model (1980), there are five categories of competitive forces: supplier power, buyer power, competitive rivalry, threat of substitution and threat of new entry (Bayraktr et al., 2017).). According to Porter (1980), organizational performance is inversely related to the strength of competitors in the market. In other words, having strong competitors reduces the performance of the organization in its financial and non-financial dimensions, because in this case, the organization must spend its resources and market forces to compete and beat competitors. However, if an organization has a competitive advantage, the company's defensive and offensive strategies lead to a favorable market position (Sun and Lee, 2018). In general, Porter (1980) emphasizes two general groups of competitive strategies, cost leadership strategies and differentiation strategies. Cost leadership strategies are predictable market conditions, and on the other hand, differentiation strategies are more applicable in adverse and dynamic market conditions (Bayraktr et al., 2017). Sun and

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Lee (2018) argue that differentiation strategies focus on providing valuable and different services to customers from competitors, and on the other hand, cost leadership strategies emphasize offering products at lower prices than competitors and reducing organizational costs. Porter (1980) defines efficiency or cost leadership as the minimal use of organizational resources in order to achieve the desired goals of the organization and profitability (quoted by Sun and Lee, 2018). In a cost leadership strategy, insurance companies should focus on designing and providing insurance services at a very competitive price. From this perspective, as Bayraktar et al. (2017) have pointed out, in order to benefit from a cost leadership strategy, the organization must accurately manage the costs of its various departments such as advertising, R&D and control of the organization. Acccordingly, organizations should always compare their cost leadership status with competing brands to be able to assess their relative position based on cost management and efficiency in the market (Moser & Schumann, 2018). According to the literature, in all the researches, the issue of the effect of competitive advantage strategies on customer loyalty through mediation of brand identity and awareness, especially among Parsian Insurance customers, is neglected. Thus, the current paper aimed at investigating the issue. Thus, the conceptual model of the research is presented, which is taken from the literature on the subject.
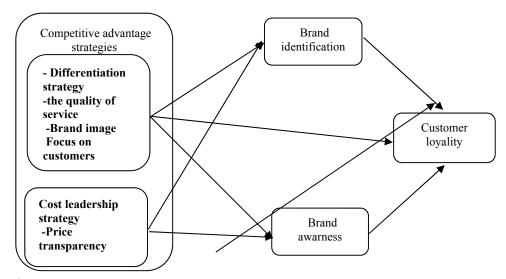
Figure 1

Conceptual Model of Research

Method

The current paper aims at investigating the effect of competitive advantage strategies on customer loyalty through mediation of brand identity and awareness. This is a descriptive-correlational paper. Thus, the results of this study can provide valuable information to managers of insurance brands to be used for better performance and creating loyalty in customers. This is a basic survey because the data was collected using the questionnaire. The statistical sample of the present study consists of all customers of Parsian Insurance brand in three cities of Rasht, Anzali and Lahijan. To determine the sample size of customers, the statistics of insurance policies issued in 2019, provided by Parsian Insurance Management, has been used. Accordingly, the statistics of insurance policies issued in 2019in the three central branches of Rasht (25514 people), Lahijan (9787 people) and Anzali (3179 people) were reported in a total of 38480 people. A sample of 389 people was selected by random sampling in accordance with Morgan table. Data was analyzed using SPSS 22 software and Smsrt PLS2 software in descriptive and inferential

statistics stages.In order to collect data, in the first stage, according to the research literature, past research and also the opinion of experts in the field of insurance management, the main questions of the scales of differentiation strategies and cost leadership were posed in 11 components of: Cost Leadership Strategy subcomponents of price transparency and competitive price with a total of 8 items; Service quality-based differentiation strategy subcomponents of tangibility, credibility, competency, empathy, reliability, responsiveness, design, and customer focus with a total of 16 items as well as 11 items on the dimension of customer loyalty derived from the works of Huang et al. (2017); Fatma et al. (2018); Martínez & Del Bosque (2013); Nguyen et al. (2018) and Park et al. (2017). For brand awareness, three questions were posed from Jung (2014) and five questions from Buil et al. (2011) and to assess brand identity five questions were posed from from Rubio et al. (2014) with three questions and Mael & Ashforth (1992) with three questions. The face validity criteria were used in the first stage. In the second stage, using and in the second stage Exploratory Factor Analysis, Confirmatory Factor Analysis, Convergent Validity and Divergent Validity were used to measure the validity and the results were statistically confirmed. In order to evaluate the reliability of the research tool, two Cronbach's alpha statistics and Construct Reliability measures were used.

Finding

The first part of this section is dedicated to providing descriptive statistics of the respondents. Statistical findings in the descriptive statistics section indicate that most of the respondents are malewith 62% in the 31-35 age groups, equal to 28.8%. The rest of descriptive statistics results are presented in Table 1.

Table 1

Demographic Characteristics of the Respondents

Age		Gender	
24/2	Up to 25	**38**	**Female**
26/5	26-30		
28/8	-35	**62**	**Male**
17	-40		
3/6	over 41		

The second part presented the inferential statistics results. Table 2 presented factor loads.

Table 2

Factor Loads, Cronbach's Alpha, CR, AVE, Communality R2, Q2

Q^2	R^2	Communality	CR	AVE	Cronbach's alpha	Factor loads	Item	Variable
-	-	0/526	0/885	0/526	0/848	0/578	1-8	**Cost ledership**
						0/725		
						0/740		
						0/811		
						0/815		
						0/675		
						0/709		
-	-	0/478	0/921	0/478	0/906	0/598	9-24	**Differentiation**
						0/699		
						0/765		
						0/808		
						0/829		
						0/712		
						0/596		
						0/480		
						0/562		
						0/782		
						0/747		
						0/691		
						0/624		
0/034	0/109	0/423	0/835	0/423	0/789	0/663	25-32	**Brand awareness**
						0/627		
						0/729		
						0/684		
						0/579		
						0/567		

Q²	R²	Communality	CR	AVE	Cronbach's alpha	Factor loads	Item	Variable
0/329	0/581	0/576	0/904	0/576	0/877	0/728 0/772 0/767 0/800 0/774 0/768 0/702	33-40	**Brand identification**
0/282	0/552	0/527	0/923	0/527	0/908	0/750 0/756 0/822 0/728 0/715 0/719 0/804 0/784 0/739 0/603 0/500	41-51	**Customer loyality**

The results for the Fornell- Lurcker criteria are presented in Table 3.

Table 3
Fornell- Lurcker

Variable	Brand awareness	Brand identification	Cost ledership	Customer loyality	Differentiation
Brand awareness	0/650				
Brand identification	0/296	0/758			
Cost ledership	0/324	0/730	0/725		
Customer loyality	0/265	0/733	0/593	0/725	
Differentiation	0/308	0/731	0/636	0/615	0/691

It can be said that the current paper model has a very strong fit. Table 4 presented the Sobel test coefficients and results.

Table 4

Sobel Test Coefficients

Coefficient	Third Hypothesis	Fourth Hypothesis	Sixth Hypothesis	Seventh Hypothesis
a: The value of the path coefficient between the independent variable and the mediator	0/402	0/394	0/122	0/223
b: The value of the path coefficient between the mediator and the dependent variable	0/600	0/600	0/036	0/036
Sa: The standard error for the path between the independent and mediator variables	0/058	0/058	0/093	0/095
Sb: The standard error for the path between the mediator and the dependent variable	0/038	0/038	0/037	0/037
C: The value of the path coefficient between independent and dependent change	0/153	0/016	-	-
Z-Value	6/34	6/24	0/781	0/898
VAF	0/611	0/252	-	-

At this stage and after the implementation of the PLS algorithm, each path coefficient in the PLS structural model is equivalent to a standard beta coefficient. The significance of path coefficients is also determined by statistical t, the results of which are presented in Figures 2 and 3.
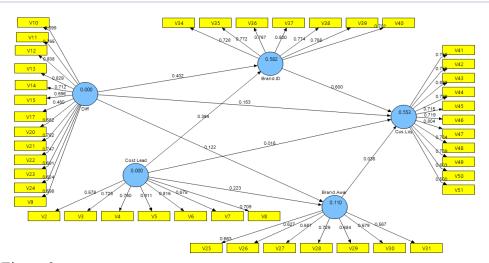
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Figure 2

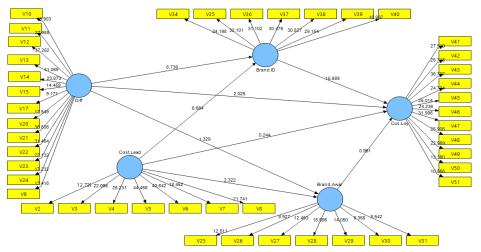*Structural Equation Mmodel in Path Coefficient Mode*

Figure 3

Structural Equation Model in a Significant Mode

Table 5

Results of Research Hypotheses

Result	VAF	Sobel test	Sig	Path coefficient	Research Hypotheses
Confirmed	-	-	2/026	0/153	Differentiation strategies have a significant impact on customer loyalty
Rejected	-	-	0/244	0/016	Cost leadership strategies have a significant impact on customer loyalty.
Confirmed	0/611	6/34	-	-	Identification plays a mediating role in the relationship between differentiation strategy and customer loyalty.
Confirmed	0/252	6/24	-	-	Identification plays a mediating role in the relationship between cost leadership strategy and customer loyalty
Rejected	-	0/781	-	-	Brand awareness plays a mediating role in the relationship between differentiation strategy and customer loyalty
Rejected	-	0/898	-	-	Brand awareness plays a mediating role in the relationship between cost leadership strategy and customer loyalty.

Discussion and Conclusion

As the issue of customer loyalty to the brand has become an important issue in strategic marketing today and organizations seek to attract loyal customers, thus the appropriate strategic plans have become extremely important. The loyal customers are like the assets of the organization that play an important and decisive role in the survival of the organization. The current paper was to investigate the mediating role of brand identitification and brand awareness in the relationship between competitive advantage strategies based on differentiation and cost leadership and customer loyalty. As Bayraktar et al. (2017) have pointed out, in order to benefit from a cost-based strategy; brands need to accurately manage the costs of their various departments such as advertising, research and development, and control of the organization. Thus, brands should always compare their

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cost leadership position with competing brands in order to assess their relative position based on cost management and efficiency in the market (Moser & Schumann, 2018). Su et al. (2017) also point out that by applying cost-based strategies, service organizations such as insurance can better attract customers by providing similar insurance services to competitors at a lower price, and thus in the long run create a lasting competitive advantage and increase the customer life cycle. On the other hand, in the strategy based on differentiation, insurance brands offer special and unique insurance services and products to customers in order to gain a competitive position, which empowers the organization in terms of offering a competitive price and based on this, they will improve their organizational performance. Accordingly, this strengthens the focus on providing insurance services at a competitive price and especially strengthens the competitive position of the organization. The findings of the current paper have shown that differentiation and brand identification are effective in creating loyal customers. Insurance companies can emphasize differentiation strategies and have a positive impact on their brand identification by providing different services from competitors. In this way, they turn people into loyal customers to their brand. This study showed that identification can play a key role in the relationship between differentiation strategies and cost leadership with customer loyalty, so creating a sense of unity and customer interest in the company can pave the way for customers to reuse a particular brand. The results of research by Simões Coelho et al., (2019), Nik Hashemi et al. (2015) and Haddadian et al. (2015) have shown that customer identification has an effect on their loyalty. According to the results of this research, creating identity and creating a sense of love and affection among customers can cause customers to remain loyal to the brand, which is an important issue for marketers of Parsian Insurance Company. The results of this study also showed that the company can make customers stay loyal by creating differentiation and providing services at a lower price. However, according to the results, the company has problems in terms of cost leadership, which

requires more detailed analysis of the organization's advertising, research and development programs, and control, but creating a competitive advantage for organizations is a process. It is long-lasting, only if the organization is able to provide excellent and competitive performance and rely on its competencies to ultimately create a sustainable competitive advantage that is valuable to customers and leads to their loyalty. In addition, due to the fact that in this paper does not covere issues such as different situations of brand love, the role of competitive advantage in creating customer satisfaction, price changes, customer trust and brand social responsibility, researchers are recommended to examine the effects of these variables on creating loyalty in insurance customers. In the end, this research, like any other paper, had its limitations. One of the limitations of cross-sectional research is that the researcher has collected research data only in a period of time. It is suggested that by using a longitudinal study, this limitation be removed in future research. Also, the lack of comparison of insurance brands and other commercial organizations is one of the other limitations of this research that the results of the research should be considered with caution.

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