

Identifying the paradigm model of marketing strategy criteria with the approach of developing the Iranian leather market according to the conditions inside and outside the environment

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Abstract

The purpose of this study was to identify the marketing strategy with the approach of developing the Iranian leather market according to the conditions of the internal and external environment based on the paradigm model and SWOT table. The research method was qualitative which was done using Delphi method and in-depth interviews with experts. The statistical population included all prominent academic experts with scientific background related to trade and marketing and experience in the field of Iranian leather market as a manager or consultant of companies producing leather products in addition to managers, manufacturers and exporters active in the Iranian leather market. Using a combination of judgmental sampling methods and snowball method, 10 people were estimated as the final sample. Finally, the research data analysis is performed according to the use of open, axial and selective coding and a paradigm model is presented. The results of this study showed that the most important criteria of segmentation, targeting and positioning strategy that can affect the development of the product market in the Iranian leather industry from the perspective of the interviewed elites, respectively: managers' attention to strategic beliefs, how Exploiting new and innovative markets and identifying the position and appropriateness of strategic resources of this industry.

Keywords: Marketing, Model, Marketing Strategy, Market Development, Leather Industry.

1- INTRODUCTION:

In today's competitive world, marketing and marketing issues play a very important role in the success of companies. Large global companies pay a lot of attention to marketing. Today due to their membership in international organizations such as the World Trade Organization, different countries, try to facilitate the entry of foreign companies into their country. The goal of countries in this regard is to increase the level of competitiveness of domestic industries, meet the changing needs and wants of domestic customers and increase the level of investment in their country. Therefore, the level of competition in different industries and countries is increasing. Also, due to the fact that different industries are profitable, new companies enter these industries and as a result, the number of companies in different industries is increasing sharply. This factor also

increases the level of competition in various industries. Chang et al. state that past marketing research contributes to the development of a specialized concept in marketing strategies. They have divided marketing strategies into two subsets of specialized capabilities and marketing architecture capabilities. Specialized marketing strategies are related to monotonous tasks based on specialized marketing mix, while marketing architecture strategies are related to strategy formulation and implementation. In other words, the company's marketing capabilities are not only related to the implementation of activities based on market mix such as pricing, advertising, and management, but also related to the development and proper implementation of business strategy. Mass production of highly diversified products in all industries is peaking every day and competition for companies is getting tougher and tougher. The range of products with different

features, benefits and brands that target the minds of different consumer groups is expanding. On the other hand, the resources of most companies are not enough to finance production, distribution and marketing to operate in all market segments, and they face new competitors every day and competition becomes more difficult to retain existing customers and attract new customers. The answer that marketing strategists have given to this issue is clear: taking a step in the process of segmentation, goal setting, positioning and differentiation.

Developing the right strategy for companies is the art of marketing; Because transactions take place in a competitive environment and the market and customers change, and most importantly, customer loyalty to products and brands also changes, so marketing requires appropriate strategies. Nowadays, if companies think that they will always have loyal customers, they are under illusion, so they should always worry about losing customers, because competitors are constantly increasing their awareness and efforts. Accurate, up-to-date and transparent information reduces the risk of making wrong decisions. And this is another important reason for the need to conduct marketing research and promote marketing strategies. Strategy is the general path or way that top managers choose to move the organization towards the main goals. Obviously, this choice plays a decisive role in the fate of the organizer. The leather industry is one of the most important markets that has created the advancement of machine technology, utilizing the experience of experts and the development and advancement of highly competitive designs and models. In a way that in order for any company to enter the leather market and maintain its survival, it is necessary for them to have a series of criteria such as financial capacity, strong research and development, scientific and specialized marketing, systematic distribution and sales management, committed and experienced employees and a clear job development process to be able to easily adapt and coordinate with environmental variables. In order to make proper use of its production capacity, achieve a worthy position in the competitive arena, especially in the international arena, and finally develop its market, the Leather industry in Iran first needs

to succeed in the domestic market using optimal marketing methods. As a result, knowing the appropriate marketing strategies according to the situation of this industry can help the further growth of this industry. Paying attention to the increasing growth of organizations in the competition to gain market share doubles the need for strategic planning in organizations.

According to research, the Iranian leather industry believes that competition and gaining competitive advantages in the field of world trade with a well-codified policy and strategy and with the help of organizational strategic planning will be possible and more achievable. Accurate knowledge of strengths and deep understanding of strategic areas of the organization is one of the axes that addressing them intelligently, helps company managers to move effectively. Since there is no formulated strategy for marketing in the Iranian leather industry, it is necessary to conduct this research and the question is answered that what are the criteria for an appropriate marketing strategy based on targeting, positioning, segmentation and management strategies with a market development approach in the Iranian leather industry?

THEORETICAL CONCEPTS

Segmentation: Market segmentation is one of the topics that has been emphasized in new marketing texts. In our time, due to the size of the market, the great variety of goods, differences in lifestyle, consumer tastes and in general the existence of economic and cultural differences in different groups of society, it will be difficult for businesses to operate. Applying the same methods in marketing, regardless of the differences in the market, does not satisfy all buyers. Therefore, there is a need to develop different strategies. Market segmentation criteria are:

Geographical criteria: In geographical segmentation, the market is geographically classified into different regions, such as: country, region, state, city, city and neighborhood. A company may decide to operate in one or more geographic areas; or operate in all regions (taking into account the characteristics of each region and their differences). Many companies prefer to operate in small cities rather than large cities where competition is high.

Demographic characteristics: Segmentation based on population composition means that the market is classified based on variables such as age, gender, number of family members, family

life cycle, income, occupation, level of education, position, race, nationality, etc. Be divided. Demographic variables are more easily measurable than other variables, and usually needs, wants, and consumption rates are directly related to and change with demographic variables. Many companies make special products for young people and teenagers. Even the type of advertising of products and services varies according to the age of the customers.

Psychological criteria: Market segmentation based on psychological factors causes buyers to be divided into several groups based on lifestyle or personality traits. People who are in the same group can have many psychological differences. Successful marketers who use psychological issues such as personality in market segmentation try to give their products interesting (in terms of personality) characteristics.

Behavioral criteria: In behavior-based segmentation, consumer groups are classified based on the amount of knowledge and information, attitudes of how to use or type of reaction to the product. Many marketers believe that to start market segmentation, Behavioral variables are the most appropriate option (Haddadian et al., 2015).

Targeting: Since a company can not offer all its products to fit all markets, it must inevitably choose from market segments. And select segments of the market that have the highest possible competitive advantage over competitors. In fact, targeting means choosing one or more sections from different sections to focus and position. To make this choice, you must first have a complete knowledge of the customers of each department, in fact, you must know the purchasing behavior of each department. Also, in selecting the target markets, the characteristics of the size and growth of each market segment, the level of profitability, and the characteristics of the company are evaluated. Target market selection is after market segmentation and before positioning or positioning. Finally, after segmenting the market into homogeneous groups, and when deciding to target, three types of strategies can generally be selected at this stage:

The first strategy is mass marketing, in which a product is mass-produced and distributed to all buyers. This strategy can be seen in the

production of mineral water and to some extent Coca-Cola. In this strategy, the market can not be divided according to the company's product, and therefore all markets with all tastes are targeted with one type of product. Choosing this strategy requires high costs and high competitiveness.

Strategy 2: Different marketing in which two or more products with different shapes, characteristics, quality and size are offered for different market segments. In this strategy, the company, with full knowledge of the characteristics of different market segments, selects two or more segments and targets its members.

Strategy 3: Focus marketing. In this type of marketing, after segmenting the different groups that make up the whole market, one segment is selected as the target community and the other segments are left out. Then all the marketing plans and elements are designed for that target group. The choice of any of these strategies depends on several factors: the company's ability, profitability, the ability to provide a product or service, in line with the company's long-term goals (Abdi and Turkman, 2015).

Positioning: Positioning seeks the advantage of the target layers and sections. On the other hand, it remains to be seen whether the value and specifications required by the consumer in the products and services are determined for the part of the market that they pay for. Positioning does not require information dominance over the entire market, the question is how to achieve the desired layer or segment.

Differentiation: The product differentiation strategy includes the following steps:

- Satisfy customer requirements in the best way
- Supply of products with more functions and higher prices
- Providing unique services.

Since more capital is spent on customer retention, it becomes more important to provide a model that helps optimize resource allocation and increase the effectiveness of marketing activities. The industry studied in this study is also one of the competitive industries and various organizations in this field, with access to the Internet and at great expense, implement marketing programs to attract and make loyal customers and in this regard, it is a good industry to study in this field (Butt, Kumar and Kumar, 2017).

Using the right marketing strategy is an important element for business success. Choosing an

effective strategy requires knowing what different marketing strategies are available and understanding how they work under different environmental and organizational conditions. To find the answer, several basic questions arise: When and where should the concept of marketing strategy begin? Who are the key scientists who develop the basic strategic terms and concepts? What is the current state of your marketing strategy? Why have strategic terms and concepts become inconsistent and contradictory? How should a development marketing strategy be found? The construction of such a framework allows management to choose the best strategy from among the practical options to achieve the goals of marketing management based on internal and external conditions (Hosseini and Zavar, 2004).

BACKGROUND RESEARCH

Abdi Hevelayi et al.[1], studied Predicting Entrepreneurial Marketing through Strategic Planning (Including Case Study). Abdi et al.[2], studied the relationship between strategic planning with entrepreneurial marketing in the saderat bank of north tehran. Taghipour et al.[3], studied Investigating the Relationship between Competitive Strategies and Corporates Performance. Taghipour et al.[4], studied The identification and prioritization of effective indices on optimal implementation of customer relationship management using TOPSIS, AHP methods. Ghadamzan Jalali et al.[5], studied Explain the Relationship Between Intellectual Capital, Organizational Learning and Employee Performance of Parsian Bank Branches in Gilan province. Taghvaei yazdi et al.[6], studied The Relationship between Implementation Principles of Implementation with Organizational Accelerations, Ethical Leadership and Empowerment of Managers (Case study: Employees of national banks in Sari, District 1). Mohammadi et al.[7], studied Investigating the role and impact of using ICT tools on evaluating the performance of service organizations. Taghipour et al.[8], studied Investigation of the Effect of Information Technology on Agility Using Fuzzy Method (Including Case Study). As more capital is spent on customer retention, it becomes more important to provide a model that helps optimize resource allocation and increase the effectiveness of marketing activities. The industry studied in this study is also one of the competitive industries and various organizations in this field, with access to the Internet and at great expense, implement marketing programs to attract and loyalty customers and from this The

opinion of the industry is suitable for studying in this field.[9]. Amoako-Gyampah and Besanko and Day G.S and Young Including other research on the subject Identifying the paradigm model of marketing strategy criteria with the approach of developing the Iranian leather market according to the conditions inside and outside the environment they worked .[10-13]. Taghipour et al.[14], studied Risk analysis in the management of urban construction projects from the perspective of the employer and the contractor. Taghipour et al.[15], studied IUITHE EFFECT OF PERSONAL FACTORS ON INCREASING THE PRODUCTIVITY OF LOW-LEVEL EMPLOYEES IN THE GENERAL WELFARE DEPARTMENT OF TEHRAN MUNICIPALITY. Tarverdizadeh et al.[16], studied Predicting students' academic achievement based on emotional intelligence, personality and demographic characteristics, attitudes toward education and career prospects through the mediation of academic resilience.

RESEARCH METHODS

In this study, following the qualitative paradigm was necessary to investigate how to explain the appropriate strategy and pay attention to the approach of developing the leather market in the real context. Therefore, the present research method was qualitative and Delphi method. The statistical population of the study, to identify the paradigm model of the research is chosen through in-depth interviews related to the Delphi method, including all prominent academic experts with a background in business and marketing and experience in the field of Iranian leather market as a manager or consultant of manufacturing Leather companies and also, managers, manufacturers and exporters who are active in the Iranian leather market. The statistical sample of the research was estimated using a combination of targeted judgmental methods and snowball method. In a way that after the meeting and negotiation with managers and experts with experience in the field of trade and marketing in the leather industry, they have been identified and interviewed and their desired answers have been received.

In the present study, in-depth unorganized and semi-organized interviews were used to collect data. Finally, the research data analysis is performed according to the use of open, axial and selective coding and a paradigmatic model is presented.

findings

Respondents in response to questions related to each of the dimensions of the paradigm model

explained the criteria of segmentation, targeting and positioning. From the analysis of the sentences and views of these people, the initial codes were extracted. In the next step, the common and emphasized codes of all the interviewees, as well as the important codes from the researcher's point of view, were identified as the final codes along with their

source. The interviewees' explanations were given in response to questions related to the criteria in determining the marketing strategy in the Iranian leather industry. The final codes and their source in relation to segmentation strategy, targeting and positioning are shown in Tables (1), (2).

Table (1): Final codes and their source in relation to segmentation strategy

| Code source | Final codes |
|--------------------------|--|
| P9-P7-P5-P4-P3-P10 | The effect of employment status and unemployment rate on leather market production and sales |
| P8-P7-P6-P2 | Lack of planning and productivity of the active population for employment in the leather market |
| P9-P6-P7-P5-P4-P3-P2-P1 | Increasing the young population and paying attention to leather products as the target community |
| P8-P7-P6-P4-P1-P10 | migration of elites and reduction of specialized forces in the fields of production and export of leather products |
| P8-P7-P6-P5-P2-P9 | Human resource management and product multiplicity and market diversity on |
| P9-P7-P5-P4-P3-P2-P1-P10 | productivity Extensive communication of employees and managers and leather market partners |
| P9-P8-P6-P7-P5-P4-P3 | ultimate Organizational culture based on active participation between employer and worker and the market |
| P9-P7-P5-P10 | considering the use of leather products as prestige in the younger generation |
| P10-P7-P8-P2-P6 P5-P4-P3 | Class restrictions on the use of leather products, especially clothing |
| P5-P7-P4 -P1 | Cultural flexibility in changing |
| P9-P7-P5-P4-P3- P2-P10 | Target Market Personality Traits |
| P10-P4-P3-P1 | management Managers' attention to strategic beliefs |
| P9-P7-P9-P4-P8-P10-P4-P2 | Market adjustment and stability of developed strategies |
| P9-P7-P5-P4-P1 | Ability to take risks against international markets |
| P6-P7-P1-P4-P3 P5-P4-P2 | Attention to innovation in the production and distribution of goods and services |
| P10-P8-P5-P4-P3 | The effect of climatic and geographical conditions on the use of products and the absorption of the target community |
| P8-P7-P5-P4 | Ideological and cultural examples in customs on the use of products |
| P9-P7-P5-P4-P3 | Having a dynamic and efficient product transportation system |
| P8-P2-P1 | Proximity of production centers to consumption |
| P9-P6-P5-P1-P10 | Ease of access to domestic resources and raw materials |
| P8-P10-P1-P6 P5-P4-P3 | Ease of access to infrastructure facilities in the production and export of the product |

Table 2: Final codes and their source in relation to targeting strategy

| Code source | Final codes |
|-----------------|--|
| P9-P4-P3-P1-P10 | Legal facilitation of the export platform of products to neighboring countries |

| | |
|--------------------------|--|
| P9-P7-P9-P4-P8-P5-P4-P2 | Ease of customs regulations for export in international markets |
| P9-P7-P5-P4-P1-P10 | Specific subsidies to compete with neighboring producing countries |
| P6-P7-P1-P4-P3-P5-P4-P2 | Reducing legal gaps in the process of production and export of leather products |
| P9-P8-P5-P4-P3 | External features of international markets |
| P8-P7-P5-P4-P10 | Export profitability |
| P9-P7-P5-P4-P3 | Exchange rate fluctuations and its impact on the export of leather products |
| P8-P7-P6-P2-P10 | How to be present and advertised in international markets |
| P9-P6-P7-P5-P4-P3-P2-P1 | Features of manufacturing and trading companies in the domestic leather market |
| P9-P7-P5-P4-P1-P10 | Attention of Iranian leather industry and exporters union to appropriate strategy |
| P6-P7-P1-P4-P3-P5-P4-P2 | Gradual and possible changes in the competitive resources of international markets |
| P9-P8-P5-P4-P3 | How to exploit new and innovative markets |
| P8-P7-P5-P4-P10 | Set long-term and medium-term goals |
| P8-P7-P6-P2 | Increasing competitiveness in the leather industry with countries in the region |
| P9-P7-P5-P4-P1 | Improve bargaining power with customers and suppliers |
| P6-P7-P1-P4-P3-P5-P4-P2 | Strategies for providing alternative services to competitors |
| P9-P7-P5-P4-P3-P10 | Review and analysis of the working method of current competitors |
| P8-P7-P6-P2 | Recognize the characteristics and goals of customers |
| P9-P6-P7-P5-P4-P3-P2- P1 | Examine the characteristics of the target |
| P9-P7-P5-P4-P1-P10 | market How to choose a target market |
| P6-P7-P1-P4-P3-P5-P4-P2 | Have the necessary power to invest |
| P9-P8-P5-P4-P3 | Targeting in differentiating products from competitors |
| P8-P7-P5-P4 | Goal setting in providing special services to customers |
| P9-P7-P5-P4-P3-P10 | Having a background in the leather industry |
| P8-P7-P6-P2-P10 | Applying new advertising methods in introducing products |

CONCLUSION

According to the results of this study, it was observed that in the most important criteria of segmentation strategy that can affect the development of the product market in the Iranian leather industry, from the perspective of the interviewed elites, managers' attention to strategic beliefs is the most important priority and then the criteria for paying attention to the personality traits of the target market and adjusting the market and the stability of the developed strategies are in the second and third priorities. This issue confirms the importance and necessity of effective strategy-making based on segmentation on the development of the product market in the Iranian leather

industry. Explaining this result, it can be said that the elites and experts in the field of marketing and trade of the Iranian leather industry, among the segmentation criteria, emphasize more than anything on the formulation and continuity of marketing strategy. It is also observed that in the most important criteria of the targeting strategy that can affect the development of the product market in the Iranian leather industry, from the point of view of the interviewed elites, how to exploit new and innovative markets has the most priority and then the criteria to increase competitiveness in the leather industry. With the countries of the region and having the necessary capacity to invest are in the second and third priorities. This issue confirms the importance and

necessity of the effect of paying attention to competitiveness factors and the target market on the development of the product market in the Iranian leather industry. Explaining this result, it can be said that the elites and experts in the field of marketing and trade of the Iranian leather industry, among the targeting criteria, emphasize more than anything on focusing on the target market and competition among competitors in how to formulate a marketing strategy. These results show that in the most important criteria of positioning strategy that can affect the development of products in the Iranian leather industry, from the point of view of the interviewed elites, identifying the position and appropriateness of strategic resources has the most important priority and then criteria of competitiveness of products in comparison with the global market context and improving the transfer of management and marketing mentality in domestic and foreign arenas are in the second and third priorities. This issue confirms the importance and necessity of the Table (3): SWOT matrix subfactors

impact of attention and improving the advantages of competition in the international arena on the development of the product market in the Iranian leather industry. Explaining this result, it can be said that the elites and experts in the field of marketing and trade of Iran's leather industry, among the positioning criteria, emphasize more than anything on effective strategy based on improving and differentiating products in the competitive field of international markets.

| Sub-factors of SWOT factor | SWOT factor |
|---|--------------------|
| Market adjustment and stability of developed strategies | strength |
| Attention of Iranian leather industry and exporters union to appropriate strategy | |
| Increasing competitiveness in the leather industry with countries in the region | |
| Strategies for providing alternative services to competitors | |
| Identify weaknesses and threats in domestic and international markets | Threat |
| Have a high risk in making decisions | |
| Legal gaps in the process of production and export of leather products | |
| External features of international markets | |
| Exchange rate fluctuations and its impact on the export of leather products | opportunity |
| How to be present and advertised in international markets | |
| Having a background in the leather industry | |
| How to exploit new and innovative markets | |
| Attention to innovation in the production and distribution of goods and services | |
| Organizational culture based on active partnership between employer and worker and market | opportunity |
| Necessary potential to promote sales in domestic and international markets | |

| | |
|---|-----------------|
| Improving the transfer of managerial mentality and marketing in domestic and foreign arenas | Weakness |
| Cultural inflexibility in changing management methods | |
| Lack of attention to the personality traits of the target market | |
| Inability to take risks against international markets | |
| Ease of access to resources and raw materials needed internally | |
| Targeting in differentiating products from competitors | |
| Lack of identification of the position and appropriateness of strategic resources | |

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