

Exploration of the efficiency of entrance into foreign markets of car industry (IKCO)

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Abstract: By being more competitiveness and complexity of the business in international level, necessity of managers' attention to strategies of entering to the world business was proposed to the companies as a competitive advantage. On the other hand strategy is the way that the company competes in the market through it and its emphasis is on gaining and preserving the competitive advantage in an industry. In current era, measuring the performance according to the dynamic and complex environment, speed and size of the information, has a vital role in successes of the organizations. Different models have been developed for measuring performance. One of these models is the balanced scorecard which has much advantages compared to other similar methods, for example, all performance measures used in the four views-financial, clients, internal processes and growth and learning- are related to the organization. In this research we have studied evaluating performance of strategies of entering to the foreign markets in Iran Khodro Company from 1388 to 1389 by using balanced scorecard. Company strategies and effective indices in performance of these strategies have been recognized based on review of literature and the questionnaire and by using experts' opinion about snapshots of balanced scorecard and also different techniques of determining priority degree of the components have been used by AHP and SMART models. This research includes a statistic population of 56 subjects who were experts in Iran Khodro Company. The final model of balanced scorecard shows success degree of each strategy of entering to foreign market and snapshots of BSC. Snapshots of balanced scorecard according to their success degree are: innovation and development snapshot 62% success, client 52% success, process of business 47% and financial 24% success. So, required information for managers and planners of the company has been provided.

Key words: Evaluating, Efficiency, Strategy, Foreign market, Automotive industry, Iran

1. Introduction

New millennium makes the business and trade arena more complex and competitive in an international level. With being the borders open and competition of the companies not only with internal competitors but also with competitors outside of the borders and according to the century we are in and quick growth and development of the technology and communication and fast changes in clients' demand which have caused in reduction in product life, strategic application of the international marketing may make companies more competitive in the world markets and avoid them from economical bankruptcy and inability to enter to the world market. Having been more serious the issue of competitiveness in international arena, necessity of managers' more attention paid to industrial and business companies to designing international strategy was proposed. So, strategies of entering to the world markets were proposed as a competitive advantage for the companies and then necessity of applying criterions for determining situation and planning based on weakness and strength seems more necessary. Creating an intense competitive atmosphere among organizations and their endless effort in improvement of quality of services and

products and meeting clients' needs and expectations have caused the organizations to search for a comprehensive, valid and flexible method for their performance. Evaluation at the right time may make the managers aware of problems and difficulties in the way of the company to may solve them before getting worse. The organizations need models for measuring and evaluation of amount of gaining success in reaching to their goals and objectives to have a real picture of their condition by comparing their current condition and the ideal condition (Zerfat Angiz et al., 1387). In this research we introduce balanced scorecard as a method for evaluation of performance which has the ability for evaluating strategic performance of the organization.

2. Statement of problem

Strategic planning is one of the most important and basic duties of the managers in the organizations that its importance is increasing daily because of speed and expanse of social and economic changes and increase in intense of competitions and all organizations should do in this way to survive. One of the phases in strategic planning is strategic evaluation. In this step, strategies should be evaluated according to their codification and administration, continuously (David, 1387).

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Nowadays, the organizations face to a dynamic environment and in this condition in most cases, main internal and external factors change with much speed and intension. So, most strategies agree that although all phases of the strategic planning are important, but, the most important phase in this process from health and survival of the organization is strategy step.

New millennium makes trading arena more competitive and complex in international level (Solmev and Hoshino, 2005). Perhaps, according to expected programs the qualification for continuance of production with a complete capacity for industries is exportation of the products to the foreign markets. In other words one reason for entering into foreign markets is providing a part of required currency resources for preparing the material required by the companies. Commercial barriers and limitations and seriousness of the competition in international arena proposed managers and planners' more attention into designing international strategy (Haghighi, 1384). Necessity of entering into the world markets is an undeniable problem and is considered as a competitive weapon for the organizations. Now, for success in this field, paying more attention to evaluation of performance of strategy in entering to foreign markets is more obvious. So, the problem in this research is application of a suitable model of evaluation of performance for evaluating strategy. According to comprehensiveness of the method of balanced scorecard for evaluation of performance and its application for strategic issues of management, its four perspectives have been used as the basis for evaluation of organization performance. BSC prepares a comprehensive framework for the managers that translate strategy of the company into a coherent set of performance criterions.

3. Research hypotheses

1-how are strategies of entering into foreign markets codified in Iran Khodro?

2-how was the amount of success of these strategies in practice?

4. Research objectives

Objectives of this research are:

- 1-creating a framework of an effective control in evaluation of amount of realization of the strategies.
- 2-recognizing entering strategies and markets that need revision.
- 3-recognizing success or failure reasons of strategies of entering to foreign markets and recognizing the difficulties for doing the correct reaction before getting the problem worse.

5. Research method

This research is a kind of an applied research because our objective in conducting it, is recognizing strategies of entering to foreign markets and evaluation of the way of performance in Iran Khodro Company related to these strategies via balanced scorecard method.

6. Statistic population and sampling method

Required sample for conducting this research is 56 subjects. But, for preventing the statistic population from being small and predicting the irreversible questionnaires, 60 questionnaires were distributed among available subjects of the sample that 45 questionnaires were sent back and used in this research. In fact return rate of the questionnaire was 83%.

7. Research findings

After collecting the questionnaires having experts' opinion for each index, calculation of mean was done and those indices with scores less than total mean of all questions in the questionnaire were omitted from list of the indices and finally indices with higher scores of the mean were selected as final indices

For evaluation of performance. On the other hand, weighting the indices by SMART method has been determined. This is done by analyzing the second column of the questionnaire 3 and by calculating the mean for each index and normalizing the weights in such a way that $\sum w_j = 1$ (Table 1).

Table 1: Weighting of indices by SMART method

Row	Index	Initial weigh of indices	Final weight of indices
1	Sales growth cost	81-55556	0--51552
2	Sales growth cost in Islamic countries	81-55556	0-051552
3	Export product rate	75-77778	0-0479
4	CBU export growth cost	74-77779	0-047338
5	KD export growth cost	77-33333	0-048883
6	Earning exchange	79011111	0-050007
7	Export market numbers	62044444	0-039472
8	Islamic countries markets	62	0-039191
9	Trade markets numbers in Islamic countries	73033333	0-046355
10	Portfolio variation in products	77011111	0-048743
11	profitability	80.66667	0.05099
12	Service quality after sale	92.44444	0.058435
13	Quality of sail service	89.33333	0.056469
14	Products quality	93.33333	0.058997

15	Cheap cars number	68.77778	0.044107
16	Products quality in A and B class (cheap section of class B)	69.77778	0.044107
17	Products variation in class A and B	66	0.041719
18	Sail agencies performance and after sail service	70.6667	0.044669
19	Active agencies number	97.11111	0.042422
20	The number of business cooperation	70	0.044248
21	The number of cooperatives in the development and design section	69.333333	0.045826
	Total		1

7.1. Results of the final model of the research

According to the developed model of BSC for evaluation of strategy performance, weighting mean of indices in the related strategy have been totalized and evaluated as performance of the company in

each strategy and then, weighing mean of each strategy in each snapshot of balanced scorecard have been totalized in snapshots of BSC and performance of the company has been calculated in each snapshot.

Table 2: Conceptual model of research

BSC landscapes	Strategy	index
Innovation and development	empowerment of design and development section (by developing the products and simulating power (S1)	-trading partners -products variation in A and B classes (cheap part of class B)
	Developing strategic cooperation with universal automakers (S2)	
Business processes	Activating supply chain for development and improving export process (S2)	-active sail agencies number -performance of sale agencies and after sail services
	Improvement of firm brand and its products in market Improvement of sale service quality and service level after sail (S2)	-production rate - products quality - products portfolio variation -sales service quality - after sale service quality -performance of sale agencies and after sail services
Client	Design and development of cheap cars (S2)	-cheap cars number - variation of products in A & B classes (cheap part of class B) -variation of products in A & B class -variation of products in C & D classes
	Earning partial advantages of products portfolio and after sail services along increasing clients satisfaction (S7)	-variation of products portfolio -after sale services quality
finance	Strategic development and cooperation with Islamic countries (S8)	-sale growth rate in Islamic countries - market numbers in Islamic countries - trade partners in Islamic countries
	Development of direct and indirect export (S9)	-earning exchange - gaining - export growth cost CBU - export growth rate of KD - export markets number
	Providing , developing and profitability of productive sites in target market (S10)	-sale growth cost - export production rate - export growth cost of CBU - export growth cost of KD

Table 3: Strategic evaluation of conceptual model in the research in 1388

BSC landscapes	Strategy	Harmonious weights	Indices	Index weight	Realizations of goal in 1388	Strategy realization	Landscapes score hsc
Innovation and development	Empowering design and development sector , platform and driving force (S1)	0.097186	Partner numbers in design development sector	0045826	100%	0-057	0-062
			Products diversity in A & B classes (cheap part in class B)	0045826	12%		
	Developing strategic cooperation with universal automakers	0-041062	Trade partners number	0044248	50%	0-76	
			Product portfolios diversity	0048742	100%		
	Activating supply chain for development and improvement of export process (S2)	0-032882	The number of active sale agency	0044622	46%	0-022	0-044
			Performance of sale agencies and after sale services	0044669	19%		
	Brand improvement in Iran Khodro co. and its products in target market (S6)	0-065702	Production rate	0.0479	33%		
			Products quality	0.058997	64%		
			Service quality after sale	0-058425	25%		
			Portfolio diversity in products	0-48742	100%		
	Quality improvement of sale services and the level of after sale services	0-069654	Sales service quality	0056469	55%	0-027	
			After sale service quality	0058425	25%		
Performance of sale agencies and after sail services			0044669	18%			
client	Design and development of cheap car (S4)	0-071592	Cheap car numbers	0-042124	12%	27%	0-027
			product diversity in A & B classes (cheap part in class b)	0-44107	12%		
			Product diversity in D & C classes	0-041719	88%		
	Earning partial competitive advantages of products portfolio and after sale services along enhancement of client	0-097868	Diversity of product portfolio	0-48742	100%	0-065	
			After sale service quality	0-58425	25%		

	satisfaction (S7)						
Financial	Development and strategic cooperation with Islamic countries (S8)	0-116515	Sale growth cost in Islamic countries	0-051552	15%	0-044	0-048
			Islamic countries markets number	0-029191	56%		
			Trade partners in Islamic countries	0-046255	67%		
	Development of direct and indirect export (S9)	0-162827	Earning exchange	0-05007	-23%		
			Profitability	0-05099	20%		
			Export growth cost of CBU	0-47228	-18%		
			Export growth cost of KD	0-048828	-21%		
			Export markets number	29-472	52%		
	Providing development and profitability of productive sites in target market (S10)	0-244698	Sale growth cost	0-051552	-23%	-0.1	
			Production rate	0.0479	35%		
			Export growth rate of CBU	0.047338	-18%		
			Export growth rate of KD	0.048883	-31%		

Table 4: Strategic evaluation based on research model of 1389

Landscapes of BSC	strategy	Harmonic weights strategy	Indices	Index weight	Realizations of 1388	Strategy realization	Landscapes score HSC
Innovation and development	Empowering design and development section (by developing products, platform and driving force (S1))	0.97186	Partners number in development design sector	0-045826	100%	0-057	0-0061
			Product diversity in A & B classes (cheap part of class B)	0-044107	12%		
	Cooperation development with universal automakers (S2)	0-041062	Trade partners number	0044248	50%		
			Diversity of product portfolio	0048743	90%		
Business processes	Activating supply chain for development and improving export	0-032883	Active sale agencies	0042422	45%	0-033	0-049
			Performance of sale and after sale services	0044669	21%		

	process (S2)							
	Brand improvement of Iran khodro co. and its products in target market(S4)	0-065703	Production rate	0.479	70%	0-066		
			Products quality	0.05897	69%			
			After sale service quality	0058425	40%			
			Products portfolio diversity	0048742	90%			
	Improvement of sales service quality and after sale service level (S5)	0-069654	Sales service quality	0-0564	60%	0-042		
			After sales service quality	0-058425	40%			
			Performance of sales and after sales agencies	044669	21%			
Client	Design and development of cheap cars	0-071597	Cheap cars number	0043169	21%	0.027	0-052	
			Products diversity in A & B classes (cheap part in class B)	0044107	12%			
			Products diversity in D & C classes	0048742	88%			
	Earning partial competitive advantages of products and after sale services along client satisfaction (S7)	0-097868	Diversity of products portfolio	048743	90%	0-062	0-065	
			Service quality after sale	0058425	40%			
Finance	Strategic development and cooperation with Islamic countries (S8)		Sale growth cost in Islamic countries	0051552	50%	0-051	0-042	
			Market numbers in Islamic countries	0029191	35%			
			Trade partners in Islamic countries	0046255	67%			
	Development of direct and indirect export (S9)	0-162837	Earning exchange	005007	31%	0-028	0-042	
			Profitability	005099	50%			
			Export growth cost of CBU	0047228	17%			
			Export growth rate of KD	0048883	52%			
			Export markets number	39-472	40%			
	Providing , development and profitability of productive sites in target market (S10)	0-744698	Sale growth cost	0.051552	31%	0-42		
			Production rate	0-0479	0.7%			
			Export growth cost of CBU	0048883	17%			
Export growth cost of KD			0.48883	52%				

Table 5: Table of strategic evaluation based on year research method

BSC snapshots	Strategy	Harmonic strategy weights	Indices	Index weight	Goal realization in 1388	Goal realization in 1388	Mean	Strategy realization	Snapshots score BSC
Innovation and development	Empowering design and development sector (by developing products, platform and driving force) (S1)	0.097186	Partner numbers in design development sector	0.045826	100%	100%	100%	0.057	0.062
			Products diversity in A & B classes (cheap part of class B)	0.044107	12%	12%	12%		
	Strategic cooperation development with universal automakers (S2)	0.041062	Trade partners number	0.044107	50%	50%	50%	0.041062	0.74
			Diversity of products portfolio	0.048743	100%	90%	95%		
Business processes	Activating supply chain for developing and improving export process (S3)	0.032883	Active sales agencies number	0.042422	46%	45%	46%	0.032	0.047
			Performance of sales agencies and after sales services	0.044669	19%	21%	20%		
	Improvement of Iran khodro	0.065703	Production rate	0.0479	35%	70%	53%	0.062	
			Products quality	0.058997	64%	69%	67%		
	co. brand and its products in target market (S4)		After sale service quality	0.058	35%	40%	48%	0.062	
			Products portfolio diversity	0.048734	100%	90%	95%		
	Improvement of sales service quality and service level after sales (S5)	0.069654	Sale service quality	0.056469	55%	60%	58%	0.040	
			After sales quality	0.058435	35%	40%	48%		
			Performance of sale and after sale service agencies	0.044669	18%	21%	20%		
client	Design and development of cheap car (S6)	0.071592	Cheap cars number	0.043124	12%	12%	12%		
			Products diversity in A & B classes (cheap part of class B)	0.044107	12%	12%	12%		
			Products	0.04171	88%	88%	88%		

			diversity in C & D classes	9					
	Earning partial advantaged from competitive portfolio of products and after sales service along enhancing client satisfaction	0.097868	Diversity of products portfolio	0.048743	100%	90%	95%	0.064	
			After sales services quality	0.05835%		40%	38%		
finance	Strategic development and cooperation with Islamic countries (S9)	0-116515	Sale growth cost in Islamic countries	0-051552	15%	50%	33%	0-048	0-024
			Market numbers in Islamic countries	0-029191	56%	25%	46%	0-048	
			Trade partners in Islamic countries	0-049255	17%	67%	17%		
	Direct and indirect export development (S9)	0162837	Earning exchange	0-05007	-23%	31%	4%		
			profitability	0-05099	20%	50%	35%		
			Export growth cost of CBU	0-047238	-18%	17%	0%		
			Export growth cost of KD	0-48883	-31%	02%	11%		
			Export markets number	39-472	03%	40%	47%		
	Providing , development and profitability of production sites in target market	0244698	Sale growth rate	0-051552	-23%	31%	4%		
			Production rate	0.0479	35%	07%	03%		
			Export growth cost of CBU	0-047238	-18%	17%	0%		
			Export growth cost of KD	0-048883	-31%	52%	11%		

8. Answering to the research questions

How are strategies of entering into foreign markets codified in Iran Khodro? In Iran Khodro Company political–governmental and geographical-economic and political components of Iran country is one of the most important factors in selecting the strategies of entering to the foreign markets and export target countries. According to criterions, strategy of direct export in Iran Khodro has been

selected because of internal capability and strategy of indirect export has been selected because of market limitations like enclosed market and joint investment and based on the relationship between the countries. Production sites in foreign markets lead into development of brand of Iran Khodro, preparing Iran for opposing the boycotts, currency-making, increase in profit, and decrease in export expenses, development and improvement of the chain network. Some objectives of entering into foreign market in Iran Khodro include benefiting

potential demand outside of the borders in order to decrease the risks caused by glut in internal market, increase in production circulation (more than one million automobiles yearly) for economy in production scale, a move into globalization of automakers and maintain the credibility and its position in international rank, providing currency needs of the company to gain minimum currency exchange, balancing the pressures of the international organizations (WTO, GATT,...) by development of participations and international contracts, opposing to boycotts by increasing capability of the company in international business arena.

How was the amount of success of these strategies in practice? In 1388, strategy of entering

into foreign markets has been reviewed toward being economical export and making the foreign sites profit-making by limitation of markets in Islamic countries. By comparing the model of balanced scorecard in 1388 and 1389, it can be seen that although results show a growing process in the years under study, it is far from determined quantified objectives in theories of the project. Snapshots of balanced scorecard according to success degree are: innovation and development snapshot with 61% realization of objectives, client with 52% realization of objectives, business processes with 47% and finance with 24% realization of objectives.

Table 6: Success degree of each strategy for entering external markets of Iran Khodro

Row	strategy	Research percent
1	S(2) strategic cooperation development with universal automakers	74%
2	Earning partial competitive advantages of products portfolio and after sale services along enhancement of client satisfaction	64%
3	Improvement of Iran Khodro co. brand and its products in target market (S4)	62%
4	Empowering design and development sector (by developing products , platform and driving force)(S1)	57%
5	Strategic development and cooperation with Islamic countries	48%
6	Improvement of sales service quality and service level after sale (S5)	40%
7	Design and development of cheap car (S6)	37%
8	Activating supply chain for developing and improving process (S3)	32%
9	Direct and indirect export development (S9)	18%
10	Providing , development and profitability of productive sites in target market(S10)	16%

The company has gained 74% success in strategic development with universal automakers. In cooperation with universal automakers, Iran Khodro Company usually acts as the receiver of the platform, technology and driving force and if it is successful in this strategy, the company will have a better presence in the world market arena by gaining new knowledge. Based on the importance of Iran Khodro issue, it has not been so successful in index of number of business partners. In strategy of earning partial competitive advantages of products portfolio and after sale services along enhancement of client satisfaction with 64% success, according to the result of studies, one of the main reasons of weakness in performance of the company is inappropriate performance in index of quality of after sale services. Based on results of studies, the company has been successful in strategy of improvement of Iran Khodro co. brand and its products in target market with 62% success and the reason of weakness may be because of inappropriate performance in index of the quality of after sale services. Considering three strategies with higher degree of success it can be seen that successful performance of the company in index of diversity in

products portfolio and also weak performance of the company in index of quality of after sale services can be seen almost common in these strategies and these two factors can be considered as the basic factors in appropriate or inappropriate performance of the company. In strategy of Empowering design and development sector (by developing products, platform and driving force), it had 57% realization of objectives. One reason of this un-success may very low diversity of in products in class A and B (and cheap-price part of class B).

In strategy of Strategic development and cooperation with Islamic countries, markets of Islamic countries have been considered as one of strategies of Iran Khodro, recently. Since the purpose of the company by entering to markets of Islamic countries is making profit, like other strategies of the company which are in finance snapshot, it haven't had a successful performance. But, among financial strategies, above mentioned strategy had 15% growth compared to the performance between 1388 and 1389. Results of the researches in improvement of sales service quality and service level after sale show 40% success that its main reason may be weak performance of the company in after sale services

and weak yield of the company in performance of the sale agencies and after sale services. Of course, the company had growth in years under study. The company score in strategy of design and development of cheap cars shows weak performance of the company in this strategy. Based on export productions of Iran Khodro company, the products of this company is generally in product rank of group C and D and about products in class A and B (cheap price part of class B) it hasn't have an appropriate strategy. Performance of the company in finance snapshot also is dependent to company success in reaching to codified strategies in snapshots of innovation and development, client and processes of business. Strategy of activating supply chain for development and improvement of export process with 32% success has the weakest performance among strategies of the client snapshot. According to indices of its evaluation, it is caused by inappropriate performance of the company in sale agencies and after sale services. In strategy of direct and indirect export development and strategy of providing, development and profitability of productive sites in target market, with paying more attention into indices of the evaluation of amount of realization of this strategy, it can be seen that indices of profit-making and the rate of export growth – based on the reason mentioned above- in recent years have been considered by the company and it has no appropriate performance in these indices. Weak performance of the company in inappropriate performance of the company is in indices of the quality of after sale services, performance of sale agencies and after sale services and diversity of products in class A and B (cheap-price part of class B). Generally, index of quality of after sale services is introduced as the reason of inappropriate performance of the company.

10. Conclusion and suggestions

As shown in Table 3, in 1388 snapshots of balanced scorecard according to their degree of success are: innovation and development snapshot (63%), client (53%), processes of business (44%) and financial (5%), respectively. Strategy of strategic cooperation development with universal automakers with 76% success is in the first rank and strategies of earning partial competitive advantages of products portfolio and after sale services along enhancement of client satisfaction with 65% success, improvement of Iran Khodro co. brand and its products in target market with 85% success, empowering design and development sector (by developing products, platform and driving force) with 57% success, strategic development and cooperation with Islamic countries with 44% success, improvement of sales service quality and service level after sale with 37% success, design and development of cheap car with 37% success, activating supply chain for development and improvement of export process with 32% success, direct and indirect export development with 2% success, deviation from the

program and Providing, development and profitability of productive sites in target market with 10% success are on the next ranks according to percent's of realization of objectives.

In 1389, snapshots of balanced scorecard had success degrees of innovation and development 61%, realization of objectives, client 52%, processes of business 49%, realization of objectives and financial 43%. Strategy of strategic cooperation development with universal automakers 71% was in the first rank and strategies of improvement of Iran Khodro co. brand and its products in target market with 66% and earning partial competitive advantages of products portfolio and after sale services along enhancement of client satisfaction with 63%, empowering design and development sector (by developing products, platform and driving force) with 57%, strategic development and cooperation with Islamic countries with 51%, improvement of sales service quality and service level after sale with 42%, development and profitability of productive sites in target market with 42%, direct and indirect export development with 38%, design and development of cheap car with 37%, activating supply chain for development and improvement of export process with 33% success have been in the next ranks in the research (Table4).

In Table 5, the mean of company performance in 1388 and 1389 has been shown. Snapshots of balanced scorecard according to degree of success are: snapshot of innovation and development with 62% of realization of objective, client 52% of realization of objectives, processes of business with 47% of realization of objectives and financial with 24% of realization of objectives. Strategy of strategic cooperation development with universal automakers 74% was in the first rank and earning partial competitive advantages of products portfolio and after sale services along enhancement of client satisfaction with 64% success, improvement of Iran Khodro co. brand and its products in target market with 62% success, empowering design and development sector (by developing products, platform and driving force) with 57% success, strategic development and cooperation with Islamic countries with 48% success, improvement of sales service quality and service level after sale with 40% success, design and development of cheap car with 37%, activating supply chain for development and improvement of export process with 32% success, direct and indirect export development with 18% success and development and profitability of productive sites in target market with 16% success, have been in the next ranks in the research. Finally, it was suggested that evaluation of performance of the strategies of entering into foreign markets for companies in different industries should be done by this model based on necessity of entering to the world markets.

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