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A Study of the Effects of Brand on Customer's Loyalty in Iran Insurance Company

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ABSTRACT

This research aims to determine the effect of brand credibility on customers' loyalty in insurance industry. Therefore, the effect of brand credibility on commitment, satisfaction and then the effect of these factors on word of mouth recommendation and willingness to change brand have been dealt in this research to reach this goal. 9 hypotheses were defined for this research. In terms of nature, it is an applied research and in terms of method, it is descriptive-correlational. Thus, 368 questionnaires have been distributed among Iran insurance company customers and collected after being completed. To analyze the results, SPSS test, LISREL and correlation test were used. Since the highest effect of brand credibility is on continuous commitment, it is necessary for Iran insurance company to have the most attraction in treating customers in its commitments. If it does not do so, it will lose its brand value. Since the least effect of brand credibility is on loyalty commitment in respondents' point of view, it is necessary for this company to meet most of them in its commitments so that customer is able to remain in his/her absorption point and is not scattered toward other companies. Since there is an inverse relationship between satisfaction and willingness to change brand, hence Iran insurance company needs to focus mostly on its brand and avoid changing it in the long term.

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INTRODUCTION

Customer churn management gets priority for executive managers of service industries such as insurance. Acceptable reasoning in marketing is that acquiring new customer is more costly than to create wider and deeper relationship with current customers. Therefore, in general loss of customer gets insurance companies concerned. This company is an example of long-term relational services which requires to create official relationship between firm and customer. (Sweeney,2008).

In present research, we take a broader and more strategic look at customer selection management in context of micro services. In particular, we try to investigate the effect of brand in customer retention and in promoting customer's specific behaviors which lead to long-term profits of company.

Due to increasing role of services organizations in different economic fields, brand is known as a key axis in competition scene and it is recently considered by managers and pundits in their researches. Brand creates value for both customer and organization, but main resource of this value, is in mind of actual and potential customers. Obviously, development of subjectivity, is far from direct control. Customer relocation is a critical topic in insurance firms in which, business models depend on customers' long-term relationship for profitability. Due to intense competitive pressures, brand reinforcement is one of the most important strategies of services organizations to attain stable competitive advantage. However, brand reinforcement and public trust are persistent challenges of insurance companies in Iran.

2. Research literature:

2.1. Brand:

Brand is more than a product or service. Pasad & dev in their definition of brand in 2000 have stated that brand consists of a name, logo, identity and commercial name. In other word, brand consists of all tangible and intangible specifications which includes business (Prasad & Dev, 2002).

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According to definition of US marketing society in 2005, brand is name, word, sign, plan or a combination of them which is used to identify products and services of a seller or a group of sellers, and in a competitive environment, makes a distinction with respect to other competitors (Taylor, 2005).

2.2. Brand credibility: satisfaction and loyalty:

Erdem *et al.* 2002 put forth efforts to study the effect of brand credibility. They tried to show the relationship between price sensitivity and customer profit, while brand credibility is considered as a balanced factor. Erdem *et al.* 2002 focused on finding brand credibility effects on customer desired price. However, there is a kind of unreliability about quality of services or products (Edram & co, 2002).

2.3. Customer satisfaction:

Customer satisfaction is one of the most important theoretical and empirical subjects for most marketing researchers and marketers. Customer satisfaction might be considered as successfulness essence in current business competitive world. Hence, importance of customer satisfaction and customer retention and strategy development for customer-based and market-based companies cannot be underestimated. As a result, customer satisfaction is considered by firms with a growing rate. Different definitions of customer satisfaction are presented. (www.sapinet.com).

2.4. Internal and international researches:

Steven Taylor *et al.* (2004) in Journal of services marketing in a paper entitled as "importance of brand equity in customer loyalty" considering research of Baldinger and Robinson, have proposed a model for customer loyalty influenced by brands in which customer loyalty is considered as an application of behavioral and attitude loyalty. They know satisfaction, change resistivity, feeling, trust and brand equity as factors related to brand that influence customers loyalty in industrial markets (Taylor, 2004).

In a research entitled as "investigating position and performance of vehicle insurance in Iran insurance" by Laghaei, researcher concludes that in order to increase relationships between employees and customers it is necessary to increase employees working incentive through fulfilling their rational needs. In following international researches, customer satisfaction diverse patterns and frameworks along with prevalent techniques and factors affecting their success in organization are presented.

A research about how customer satisfaction can enhance customer loyalty, is accomplished by Kelly and Guilbert from UK University in 2003 (Kelley & co, 2003). Paparvidas (2007), in a paper entitled as "services quality, communication satisfaction, trust, commitment and business loyalty", investigated on customer satisfaction topic. In this paper, loyalty is considered in prospect of pioneers of this field. Oliver has defined loyalty as follows: "Loyalty is a strong commitment for repurchasing a superior product or service in future, such that same brand or product will be purchased in spite of effects and marketing potential efforts of rivals". This paper result, indicated positive effect of trust and commitment on customer loyalty as well.

Lam & Berton in a paper entitled as " Loyalty to S.M.E bank: a qualitative study in Hong Kong" have defined loyalty as measuring customers real behavior such as repurchasing or WOM recommending. Since this topic is reflex of customer behavior. Services and its relationship with customers' loyal behavior are emphasized in their research as well (Lam & co, 2006).

3. Research Methodology:

Present research aims to determine the effect of brand credibility on customers loyalty in insurance industry.

Hence, in this research in order to fulfill this purpose, the effect of brand credibility on commitment, satisfaction is investigated. Then the effect of these factors on word of mouth advertising and brand change tendency is studied. In other words, we look for studying the effect of brand credibility in services, in particular insurance services, on customers loyalty

3.1. Research hypotheses:

- Hypothesis 1: Loyalty commitment has reverse effect on brand change tendency.
- Hypothesis 2: Continuance commitment has reverse effect on brand change tendency.
- Hypothesis 3: Loyalty commitment has direct (positive) effect on brand word of mouth.
- Hypothesis 4: Satisfaction has direct effect on loyalty commitment.
- Hypothesis 5: Satisfaction has reverse effect on brand change tendency.
- Hypothesis 6: Satisfaction has direct effect on word of mouth.
- Hypothesis 7: Brand credibility has direct effect on satisfaction.
- Hypothesis 8: Brand credibility has direct effect on loyalty commitment.
- Hypothesis 9: Brand credibility has direct effect on continuance commitment.

3.2. Statistical society:

Statistical society of this research is composed of customers of 89 Iran insurance company agencies. Questionnaires are distributed among customers. Hence, statistical society includes customers of 89 Iran insurance company agencies which were 9000 individuals.

3.3. Sample size and measurement method:

Random sampling is utilized here. Also, since number of studied individuals is equal to 9000, then according to Cochran formula, number of samples would be 368 individuals. Hence, 386 questionnaires are distributed between Iran insurance company customers. Cochran formula is used to compute sample size as follows:

$$n = \frac{N \cdot t^2 \cdot p \cdot q}{Nd^2 + t^2 \cdot p \cdot q}$$

Where:

Maximum allowed error (d), confidence coefficient, t, p, q and society size are 0.05, 0.95, 1.96, 0.5, 0.5, N respectively.

P is considered to be 0.5, since if P=0.5, then sample size takes its more possible value and so sample would be large enough (Sarmad *et al.*, 1388).

$$\frac{9000 * (1.96)^2 * 0.5 * 0.5}{9000 * (0.05)^2 + (1.96)^2 * 0.5 * 0.5} = 368$$

3.4. Data collecting tool:

In present research, following tools are utilized to collect data:

Via this study, secondary data are collected which are studied before research. Hence, data includes: related books and papers, data available in literature documents, official statistics, unofficial statistics and organizational documents.

In this research, empirical foundations information are collected through library studies. Such that data are gathered by referring to references, related books, libraries, internet and organizations' archive.

In order to analyze questionnaire validity in present research, context validity method is used in which, questions are first checked and modified by experts.

Research questionnaire is organized considering empirical literature to attain desired validity. In this research, Cronbach's alpha is used to investigate scales reliability.

Reliability coefficient is computed by Cronbach's alpha which here, alpha is equal to 0.96. This value shows questionnaire has an appropriate reliability.

Cronbach's alpha for main variables are computed as follows. All of them has an appropriate reliability to study other steps. Loyalty commitment: 0.94, Brand change tendency: 0.92, Continuance commitment: 0.94, Word of mouth recommendation: 0.93, Satisfaction: 0.93, Brand credibility: 0.95

3.5. Inference statistics:

In present research, Kolmogorov Smirnov test is used to study variables distribution. In following, "Pearson correlation coefficient and linear regression" are utilized to analyze data and to examine hypotheses and to determine correlation between variables.

Excel and Lisrel and is used to analyze research information.

4. Finding:

Among 368 individuals, 95.11 percent of respondents were men and women were only 18 individuals (4.89 %).

54.08 percent (199 persons) of respondents have a record between 2-5 years of using insurance services. 43.48 % (160 individuals) have a record between 6-9 years and 2.45% (9 individuals) were using insurance services for more than 9 years.

105 respondents (28.53 %) has diploma or lower degree, and 33.47% (123 individuals) had associate degree. 58 respondents (23.10%) were BA and 47 ones (12.77%) were MA or higher-educated.

7.07% (26 respondents) of respondents were between 22 and 32. 19.29% aged 33 to 42 and 24.73% were between 43 and 52. 48.91 respondents were older than 52.

Central and distribution indices of dependent and independent variables computed as follows: Loyalty commitment variable has average of 3.75, 3.80 median, 0.83 standard deviation, 3.80 range, -0.593 skewness, -0.115 elongation and 0.6 quarter deviation. Hence variable distribution is not normal. Brand change tendency variable has average of 2.23, 2.00 median, 0.98 standard deviation, 4.50 range, 0.532 skewness, -0.594 elongation and 0.75 quarter deviation. Hence variable distribution is not normal. Continuance commitment

variable has average of 3.23, 3.25 median, 0.995 standard deviation, 5.00 range, -0.171 skewness, -0.278 elongation and 0.75 quarter deviation. Hence variable distribution is not normal. WOM recommendation variable has average of 3.66, 4.00 median, 1.19 standard deviation, 5.00 range, -0.840 skewness, -0.255 elongation and 0.75 quarter deviation. Hence variable distribution is not normal. Satisfaction variable has average of 3.71, 3.75 median, 0.85 standard deviation, 5.00 range, -0.892 skewness, 1.298 elongation and 0.5 quarter deviation. Hence variable distribution is not normal. Brand credibility variable has average of 3.78, 4.00 median, 0.85 standard deviation, 5.00 range, -0.416 skewness, -0.724 elongation and 0.8 quarter deviation. Hence variable distribution is not normal.

Investigating distribution of dependent and independent variables data (Kolmogrov-Smirnov) computed as follows:

- Significance level of loyalty commitment variable is equal to 0.000. Since this value is less than test level or error (0.05), then distribution is not normal.
- Significance level of brand change tendency variable is equal to 0.000. Since this value is less than test level or error (0.05), then distribution is not normal.
- Significance level of continuance commitment variable is equal to 0.000. Since this value is less than test level or error (0.05), then distribution is not normal.
- Significance level of WOM recommendation variable is equal to 0.000. Since this value is less than test level or error (0.05), then distribution is not normal.
- Significance level of satisfaction variable is equal to 0.000. Since this value is less than test level or error (0.05), then distribution is not normal.
- Significance level of brand credibility variable is equal to 0.000. Since this value is less than test level or error (0.05), then distribution is not normal.

But since total sample size is equal to 368 and this value is greater than 30, then according to center limit theorem it is possible to consider society distribution normal and to use parametric methods for examining statistical hypotheses.

Hypothesis 1 test:

Loyalty commitment has reverse effect on brand change tendency.

H₀: Loyalty commitment does not have reverse effect on brand change tendency.

H₁: Loyalty commitment has reverse effect on brand change tendency.

- 1- Significance level of loyalty commitment variable is equal to 0.000. Since this value is less than test level or error (0.05), then the relationship between loyalty commitment and brand change tendency is accepted.
- 2- Correlation coefficient is equal to -0.77. Since this value is close to -0.75 and is placed in -0.5 to -0.75 range. Then correlation is relatively strong, and since it is negative, then it is a reverse correlation.
- 3-

Table1: Spearman correlation coefficient test output between loyalty commitment and brand change tendency.

Variables	Error level	Significance level	Correlation coefficient	Test result
Loyalty commitment on brand change tendency	0.05	0.000	-0.77	H₁
continuance commitment on brand change tendency	0.05	0.000	-0.87	H₁
loyalty commitment on WOM recommendation	0.05	0.000	0.73	H₁
Satisfaction on loyalty commitment	0.05	0.000	0.85	H₁
Satisfaction on brand change tendency	0.05	0.000	-0.92	H₁
Satisfaction on WOM recommendation	0.05	0.000	0.84	H₁
Brand credibility on satisfaction	0.05	0.000	0.64	H₁
Brand credibility on loyalty commitment	0.05	0.000	0.66	H₁
Brand credibility on continuance commitment	0.05	0.000	0.55	H₁

Hypothesis 2 test:

Continuance commitment has reverse effect on brand change tendency.

H₀: Continuance commitment does not have reverse effect on brand change tendency.

H₁: Continuance commitment has reverse effect on brand change tendency.

- 1- Significance level of this test is equal to 0.000. Since this value is less than test level or error (0.05), then the relationship between continuance commitment and brand change tendency is accepted.
- 2- Correlation coefficient is equal to -0.87. Since this value is close to 1 and is placed in -0.75 to -1 range. Then correlation is very strong, and since it is negative, then it is a reverse correlation.

Hypothesis 3 test:

Loyalty commitment has direct (positive) effect on brand word of mouth.

H₀: Loyalty commitment does not have direct (positive) effect on brand word of mouth.

H₁: Loyalty commitment has direct (positive) effect on brand word of mouth.

1- Significance level of this test is equal to 0.000. Since this value is less than test level or error (0.05), then the relationship between loyalty commitment and WOM recommendation is accepted.

2- Correlation coefficient is equal to 0.73. Since this value is close to 0.75 and is placed in 0.5 to 0.75 range. Then correlation is strong, and since it is positive, then it is a direct correlation.

Hypothesis 4 test:

Satisfaction has direct effect on loyalty commitment.

H₀: Satisfaction does not have direct effect on loyalty commitment.

H₁: Satisfaction has direct effect on loyalty commitment.

1- Significance level of this test is equal to 0.000. Since this value is less than test level or error (0.05), then the relationship between loyalty commitment and satisfaction is accepted.

2- Correlation coefficient is equal to 0.85. Since this value is close to 1 and is placed in 0.75 to 1 range. Then correlation is very strong, and since it is positive, then it is a direct correlation.

Hypothesis 5 test:

Satisfaction has reverse effect on brand change tendency.

H₀: Satisfaction does not have reverse effect on brand change tendency.

H₁: Satisfaction has reverse effect on brand change tendency.

1- Significance level of this test is equal to 0.000. Since this value is less than test level or error (0.05), then the relationship between brand change tendency and satisfaction is accepted.

2- Correlation coefficient is equal to -0.92. Since this value is close to -1 and is placed in -0.75 to -1 range. Then correlation is very strong, and since it is negative, then it is a reverse correlation.

Hypothesis 6 test:

Satisfaction has direct effect on word of mouth recommendation.

H₀: Satisfaction does not direct effect on word of mouth recommendation.

H₁: Satisfaction has direct effect on word of mouth recommendation.

1- Significance level of this test is equal to 0.000. Since this value is less than test level or error (0.05), then the relationship between brand change tendency and satisfaction is accepted.

2- Correlation coefficient is equal to 0.84. Since this value is close to 1 and is placed in 0.75 to 1 range. Then correlation is very strong, and since it is positive, then it is a direct correlation.

Hypothesis 7 test:

Brand credibility has direct effect on satisfaction.

H₀: Brand credibility does not have direct effect on satisfaction.

H₁: Brand credibility has direct effect on satisfaction.

1- Significance level of this test is equal to 0.000. Since this value is less than test level or error (0.05), then the relationship between brand change tendency and satisfaction is accepted.

2- Correlation coefficient is equal to 0.64. Since this value is close to 0.75 and is placed in 0.75 to 0.5 range. Then correlation is strong, and since it is positive, then it is a direct correlation.

Hypothesis 8 test:

Brand credibility has direct effect on loyalty commitment.

H₀: Brand credibility does not have direct effect on loyalty commitment.

H₁: Brand credibility has direct effect on loyalty commitment.

1- Significance level of this test is equal to 0.000. Since this value is less than test level or error (0.05), then the relationship between brand change tendency and satisfaction is accepted.

2- Correlation coefficient is equal to 0.66. Since this value is close to 0.75 and is placed in 0.75 to 0.5 range. Then correlation is strong, and since it is positive, then it is a direct correlation.

Hypothesis 9 test:

Brand credibility has direct effect on continuance commitment.

H₀: Brand credibility does not have direct effect on continuance commitment

H1: Brand credibility has direct effect on continuance commitment.

1- Significance level of this test is equal to 0.000. Since this value is less than test level or error (0.05), then the relationship between brand change tendency and satisfaction is accepted.

2- Correlation coefficient is equal to 0.55. Since this value is close to 0.75 and is placed in 0.75 to 0.5 range. Then correlation is strong, and since it is positive, then it is a direct correlation.

Structural equations conceptual model is used to examine effects of factors on each other.

In general, each of indices obtained for structural equations model are not the reason of model fitting or not fitting. But, these indices must be interpreted together. Hence, we fit conceptual model to study results. Table below represents fitting indices, table shows research conceptual model in appropriate to determine (Kalantari, 1388).

Table 2: Fit indices of conceptual model.

Index name	Allowed limit	Obtained value
Chi-square	Less than 3	0.000
Goodness of Fit Index (GFI)	Between 0.5 to 0.1	0.73
Root Mean Square Error of Approximation (RMSEA)	Less than 0.08	0.018
Comparative Fit Index (CFI)	Greater than 0.9	1
Normed Fit Index (NFI)	Greater than 0.9	1

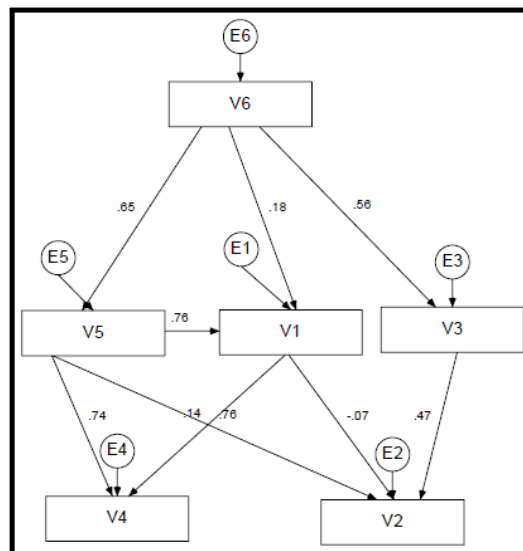


Fig. 1: Brand credibility fitted standard model.

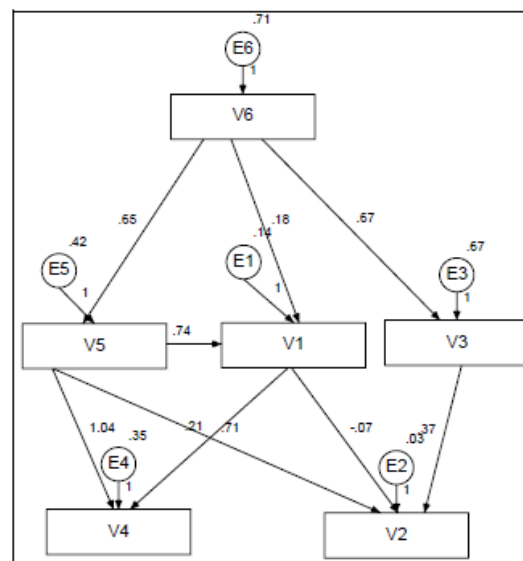


Fig. 2: Brand credibility fitted unstandardized model.

Examining statistical hypotheses using factorial loads in standard model

Table 3: Examining hypotheses using structural equations.

Hypothesis result	Significance level	Unstandardized estimate	Critical rate	Unstandardized estimate	Effectiveness Standad estimate)	Variables	
Hypothesis confirmation	***	16.24	0.04	0.650	.647	Brand credibility	Satisfaction
Hypothesis confirmation	***	5.90	0.03	0.18	.183	Brand credibility	Loyalty commitment
Hypothesis confirmation	***	13.12	0.05	0.67	.565	Brand credibility	Continuance commitment
Hypothesis confirmation	***	24.57	0.03	0.75	.762	Satisfaction	Loyalty commitment
Hypothesis confirmation	***	13.41	0.08	1.04	.737	Satisfaction	WOM
Hypothesis confirmation	***	31.73	0.02	0.71	.144	Satisfaction	Brand change tendency
Hypothesis confirmation	0.01	2.62	0.08	0.21	-.069	Loyalty commitment	WOM
Hypothesis confirmation	0.00	-2.85	0.02	-0.07	.468	Loyalty commitment	Brand change tendency
Hypothesis confirmation	***	37.80	0.01	0.37	0.37	Continuance commitment	Brand change tendency

- Brand credibility affects satisfaction. effects of two variables on each other equals 0.65
- Brand credibility affects loyalty commitment. direct effects of two variables on each other equals 0.18
- Brand credibility affects continuance commitment. direct effects of two variables on each other equals 0.56
- Satisfaction affects loyalty commitment, direct effects of two variables on each other equals 0.76
- Satisfaction affects WOM. direct effects of two variables on each other equals 0.73
- satisfaction affects brand change tendency., reverse effects of two variables on each other equals 0.76
- Loyalty commitment affects WOM. direct effects of two variables on each other equals 0.14
- loyalty commitment affects brand change tendency., reverse effects of two variables on each other equals 0.06
- Continuance commitment affects brand change tendency. direct effects of two variables on each other equals 0.47

Friedman test is used to prioritize factors affecting loyalty commitment.

Friedman test is utilized to study ranking equality of some dependent variables.

This test studies variables ranks considering following hypotheses.

Hypothesis (H_0): Variables have identical priorities.

Hypothesis (H_1): At least two variables take different priorities.

Inference method of test results is such that if significance level of test is more than 0.05, then variables have identical priority. But if significance level is less than 0.05, at least two variables take different priorities and it is possible to rank variables considering their rank average.

Prioritizing loyalty commitment affecting factors:

Hypothesis (H_0): Loyalty commitment affecting factors have identical priorities.

Hypothesis (H_1): At least two loyalty commitment affecting factors take different priorities.

Table 4: Freidman test results for prioritizing loyalty commitment affecting factors.

Variable name	Sample size	Test statistics			
		Chi-square (df)	Degree of freedom x^2	sig	Rank average
Brand change tendency	368	343.809	4	0.000	1.97
Continuance commitment	368				2.44
WOM recommendation	368				3.38
Satisfaction	368				3.58
Brand credibility	368				3.63

According to table 11, Freidman test significance level equals 0.00 which is less than 0.05. Hence, hypothesis of zeroing based on factor ranks equality is rejected and effective factors have different priorities.

According to rank averages, brand credibility with 3.63 average rank, is in first place. Satisfaction with average rank (3.58) is in second place and WOM recommendation (3.38) is in third rank. Continuance commitment (2.44) and brand change tendency (1.97) are in fourth and fifth places.

5. Discussion & Conclusion:

Descriptive statistics showed among 368 individuals, 95.11 percent of respondents were men and women were only 18 individuals (4.89 %). So men are more involved in insurance industry. 54.08 percent (199 persons) of respondents have a record between 2-5 years of using insurance services. 43.48 % (160 individuals) have a working record between 6-9 years and 2.45% (9 individuals) were using insurance services for more than 9 years. According to results, most of the respondents had low working record. 105 respondents (28.53 %) has diploma or lower degree, and 33.47% (123 individuals) had associate degree. 58 respondents (23.10%) were BA and 47 ones (12.77%) were MA or higher-educated. Therefore, people have educations lower than bachelor. 7.07% (26 respondents) of respondents were between 22 and 32. 19.29% aged 33 to 42 and 24.73% were between 43 and 52. 48.91 respondents were older than 52. Results indicated most people are older than 33.

Considering model estimation results, hypotheses are studied as follows:

- Loyalty commitment has reverse effect on brand change tendency. In other word, this hypothesis is approved. the relationship between loyalty commitment and brand change tendency is verified.
- Continuance commitment has reverse effect on brand change tendency. In other word, this hypothesis is approved. The relationship between continuance commitment and brand change tendency is verified.
- Loyalty commitment has direct effect on WOM. In other word, this hypothesis is approved.
- Satisfaction has positive effect on loyalty commitment. In other word, this hypothesis is approved. The relationship between loyalty commitment and satisfaction is verified.
- Satisfaction has reverse effect on brand change tendency. In other word, this hypothesis is approved. The relationship between satisfaction and brand change tendency is verified.
- Satisfaction has direct effect on WOM. In other word, this hypothesis is approved. The relationship between satisfaction and WOM is verified.
- Brand credibility has direct effect on satisfaction. In other word, this hypothesis is approved. Correlation is relatively strong and since it is positive, then correlation is direct.
- Loyalty commitment. In other word, this hypothesis is approved. Then correlation is relatively strong and since it is positive.
- Brand credibility has direct effect on continuance commitment. In other word, this hypothesis is approved. Correlation is direct.
- Considering research results, Freidman test significance level equals 0.00 which is less than 0.05. Hence, hypothesis of zeroing based on factor ranks equality is rejected and effective factors have different priorities. According to rank averages, brand credibility with 3.63 average rank, is in first place. Satisfaction with average rank (3.58) is in second place and WOM recommendation (3.38) is in third rank. Continuance commitment (2.44) and brand change tendency (1.97) are in fourth and fifth places.

About first hypothesis, as was approved, brands do not always consider users' expected intentions.

About second hypothesis, Results indicated that brand credibility has a very important role in improving customers behavioral intentions.

About third hypothesis, it must be considered that brands are one of the most valuable assets of a company which increase product's final value and are penetrating into individuals' private life and might influence their values, beliefs, policies and even themselves.

About 7th and 8th hypotheses it can be said that lots of marketing researchers and also doctors, have emphasized on vital role of interaction between customer and seller in customer satisfaction, creating favorable attitudes toward brand and reinforcing the connection between customers and brand. In broad competitive markets, brand loyalty created diverse advantages such as emerging obstacles for rivals, creating more income and sale, decreasing customer attraction costs and avoiding customers sensitivity on rivals marketing efforts. This research presents implications for customer relationship management. Our results indicated brand services managers, especially relational services managers, must identify key role of brand credibility in current customers' management. Customers' satisfaction and LC in developing WOM and replacement decrease, are very important.

One indirect result of research is the fact that looking for customer satisfaction should not be the main purpose of CRM. Instead, understanding the fact that brand has a key role in maintain and developing customer electoral right, must make management to put forth efforts to avoid any actions which would be led to decreasing brand credibility. Customer satisfaction efforts would be decreased through tactical actions (such as discount, apology). Assuming other conditions are stable, management must follow conservative procedures. Promises which are difficult to be fulfilled, should not be given in first place. Negative effect of not fulfilling promises must neutralize instant point of brand in market.

6. Research Limitation:

- Lack of insuring on people accuracy in filling questionnaires
- Lack of Persian and international resources due to topic's novelty
- Lack of making culture in studied topic

7. Suggestions:

- Then Iran insurance company must have most attraction in its comprises in relationship with customer. Otherwise, it will lose brand value.
- Iran insurance company must acquit its maximum to keep customer in attraction point.
- Iran insurance company must concentrate on its brand more and neglect changing it in long-term time distance.

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