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Designing a Digital Marketing Model in the Iranian Banking Industry with a Focus on Fintech

Ghazaleh Asvadi
Ph.D. Student, Department of Business Management, Shahr-e-Qods Branch, Islamic Azad University, Tehran, Iran
Gh.asvadi@gmail.com

Hossein Vazifehdust
Professor , Department of Educational Management, Science and Research Branch, Islamic Azad University, Tehran, Iran (corresponding Author).
vazifehdust@yahoo.com

Alireza Rousta
Associate Professor, Department of Business Management, Shahr-e-Qods Branch, Islamic Azad University, Tehran, Iran
Alirezarousta@yahoo.com

Parivash Jaafari
Associate Professor , Department of Educational Management, Science and Research Branch, Islamic Azad University, Tehran, Iran Pjaafari@yahoo.com

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ABSTRACT

The present research, in terms of its objective, is considered to be applied research, utilizing a mixed method approach and the Grounded Theory strategy. The target population of the study consists of experts in the fields of marketing and banking industry. For data analysis, MAX QDA software was used for the qualitative section, while descriptive and inferential statistical methods with SPSS software and Smart PLS software were utilized for the quantitative section. In the qualitative part, a total of 30 initial codes were extracted in the form of 6 themes. The findings of the study indicate that the elucidation of the digital marketing model in the Iranian banking industry, with a focus on financial technology, will lead to enhancing the security, trust, reliability, and sustainability of financial service providers. Furthermore, it will lead to the establishment of digital mindset, a shift in the banking culture from product-centric to customer-centric, and improvement in customer experience in utilizing banking services in the modern era.

Keywords: Digital Marketing, Banking, FinTech

1. Introduction

In today's global banking industry, a new set of coordinates is being experienced, as the diversity of expectations, needs, desires, and consumer behavioral patterns in banking services has undergone a tremendous transformation due to the integration of the information and communication technology revolution. This has led to the emergence of non-bank competitors such as FinTechs, startups, smartphones, as well as a transformation in the rules and regulations governing the creation of money through the expansion of virtual currency, digital banking, and open banking, among others, revolutionizing the banking services market (Khanna et al., 2018).

At the same time as these changes are taking place and with the emergence of new financial technologies, known as Fintech, assisting companies and businesses in better financial management as well as increasing customer satisfaction has had a significant impact on how customers access financial services and the financial performance of various companies (Slazus et al., 2022)and the way banking services are provided to consumers is undergoing change due to the integration of new technologies, while banks, within the same organizational knowledge, practical processes, and biases of traditional communication channels and branch-centeredness, have remained. These events have created a significant gap between the consumer and the service provider, which non-bank competitors such as Fintech companies are filling in, gaining a better position (King, 2013).

On the other hand, the modern and ever-changing technological environment has compelled all economic entities to undergo digital transformation. Digital transformation serves a dual purpose, enabling banking organizations to offer new service channels through new electronic platforms (electronic banking, virtual banking), service points (electronic branch stores, POS), while also reducing their operational costs by limiting the number of physical stores and employees using them (Li et al., 2021). This is why the banking industry worldwide invests three times more in information technology than any other industry. Digitalization, disruptive innovations, and new technologies are changing the models and processes of traditional business. As a result, banks need to adapt their business models to change the way they interact with customers, manage intermediary operations and support, compete, and prepare for the future (Deng et al., 2019).

In Iran, with the arrival of private banks, accelerating the privatization of state banks, increasing use of ICT advances, implementation of new payment systems ،The integration of banking systems, the creation of electronic money, the development of open banking and the emergence of non-banking actors such as fintechs, there are major changes in the banking services market (Stiri et al, 2015). These fundamental changes have made Iran’s banking services market a highly competitive market in which banks, in addition to competing with each other, are also competing with emerging non-banking players ،They are competing.So in this market, actors who can take a significant share will reduce costs and fill the gap between providers and consumers of banking services ،They are of great importance.

The Fintech ecosystem is a valuable opportunity for the future of the financial services industry in Iran, if its place is properly understood and recognized in the reconstruction of the banking services ecosystem and especially the electronic payment industry It will have a significant impact and will make the country's payment industry ecosystem more productive.But at the same time, the complexities of this ecosystem make its future unpredictable. Since the state of the commercial banks of the country is currently not so favorable ،Fintech services may be well developed in the future and practically become a target market for banking service providers in Iran. (Nicoletti ,2017).

Therefore, according to the issues raised, markets do not appear overnight, and the formation of the market is in accordance with certain trends and processes, as well as the lack of a comprehensive research on formation of banking services market based on financial technology in the country ،This research seeks to explore the theoretical literature and to take advantage of the views of experts, professors and experts in the banking and marketing industry ،In order to analyze what is shaping the banking services market based on financial technology in Iran ،take steps and explain the nature of the formation of this market with all its features. In other words, this research, based on the grounded theory approach, seeks to provide and explain the digital marketing model in the Iranian banking industry with a focus on fintech؟

2-Research literature and background

2.1 Digital Marketing

Digital marketing is a form of marketing of products or services that come from digital technologies and mainly the Internet ‹It uses mobile phones and other screens such as computers and any other digital media. A type of advertising marketing that has opened a special place among advertisers due to its cheapness, high shelf life and inclusiveness, along with the growth of media tools and public relations. This type of advertising is especially pronounced when companies are facing difficulties financially. In fact, digital marketing means using all digital tools such as websites, applications, online advertising, social networks, SEO, Internet marketing and mobile marketing ‹For a specific purpose called marketing or sales or branding (Kitsios et al,.2021).

2.2 Banking industry

The banking industry is a collection of activities in banking operations, including policy-making, planning, organization and implementation. Management of equipping and allocating resources in the money market is banking. Banks often do marketing to successfully deliver their services. Unfortunately, due to the lack of familiarity with banking marketing, they only use traditional marketing processes in a completely sparse and unrelated way to the main purpose of the bank. Banking marketing actually directs marketing practices and programs and provides a suitable platform for other marketing activities. With the growth of ICT tools, digital banking today, such as internet and mobile banking, has an important place in financial services. The banks¬ are trying to improve the mental image and image of their organization by using PR and advertising programs. According to this description, «marketing in the bank requires estimating and evaluating the current mental image of the customers of the organization and preparing marketing plans to improve it.(Abdollahi kia,2021).

2.3 Fintech

Today, due to the expansion of information technology, the increase in the penetration rate of the Internet and the all-encompassing transformation of cyberspace, the need for innovation in the financial industry is felt more. Fintech, or financial technology, is the application of technological innovation to improve financial performance. Fintech is a combination of two words « Financial » and «Technology». One of the evolving and growing areas of the Fourth Industrial Revolution is a set of technologies that bring about change while reducing costs and more diverse services ‹Improved quality and created financial prospects. fintech explains the relevance of modern technologies, particularly to the Internet (cloud computing, mobile internet) or to commercial activities in the field of financial services (monetary loans, bank transactions). So Fintech is trying to get into the financial systems and challenge traditional financial institutions. (Gomber et al, 2018).

2.4 Research background

Jafri et al.(2023) investigated "A systematic literature review of the role of trust and security on Fintech adoption in banking". This review synthesises previous Fintech literature on behavioural intentions in banking, emphasising the role of trust, security, and other factors, and highlights existing research gaps. Thematic analysis produces five primary themes (UTAUT2 variables; risk; trust; quality; and other), branching into 24 sub-themes. The weight analysis emphasises the best well utilised predictors like performance expectancy, trust, security, perceived usefulness, and attitude. In addition, the review identifies research gaps and offers recommendations for future studies using the TCCM (Theory, Context, Constructs, and Method) framework. This research provides insights to Fintech companies and regulatory authorities on the preferred attributes of Fintech services that can enhance their adoption within the banking sector.

Slazus et al.(2022) investigates "Factors that Influence FinTech Adoption in South Africa: A Study of Consumer Behaviour towards Branchless Mobile Banking" The findings showed that The enabling factors that positively influenced FinTech adoption were: Utility, Socio-Economic Influencers, Mobile Device Trust and Youth. The two inhibiting factors were: Perceived Risks and Associated Costs. Finally, the Enhancement Criteria Model based on insights gained from the research findings, is proposed. This model provides recommendation criteria for existing and new FinTech providers who are looking to improve their business models.

Edrispoor et al. (2021) investigates "the impact of digital marketing on the decision-making process of banking customers in the export bank "Using the structural equation modeling approach, they showed that email marketing, mobile marketing, email marketing and re-targeting (need recognition, information search) ،Alternative choices, purchase intention, and post-purchase behavior have a positive and meaningful impact..

Payandeh et al.(2021) investigated the "future scenario of Iranian banks in the face of Fintech". The findings showed that in order to adopt the appropriate scenario as well as implement the remaining strategies, it is necessary for banks to take actions that are in the form of strategic themes ،In the three axes of national governance, the network of cooperation and technology management is categorized.

Salehi et al.(2021) Investigated "The Agility Model of the Banking Industry in Digital Marketing. The findings of this study include important results for marketing managers in the banking industry and show what strategic measures to create agile practices in the structure ،Their digital marketing processes and communications are required from a practical perspective in the field of agile digital marketing.

Zhongqing Hu et al.(2019) In a research entitled Factors Affecting Fin¬tech Acceptance Services for Bank Users and Providing Technology Acceptance Model while investigating the Effect of Technology Acceptance on Bank¬ Service Users to Offer a Model of Acceptance Innovative technology. The results of this study show that respondents to the popularity and acceptance of the Internet and smart devices among users, perceived ease ،The usefulness and support of the government for innovation, which is referred to as positive and facilitative factors and the risk of privacy, was an effective obstacle in the use of fintech services by banks.

3. Methodology

This research, in terms of its objective, is considered to be applied research, utilizing a mixed method approach and the Grounded Theory strategy. The statistical population of the present study was in the first stage, experts and professors active in the field of digital marketing and banking industry, and in the second stage, including all bank managers ،academic professors and active and expert customers in the field of digital marketing. In the present study, data analysis was used in the qualitative section of MAX QDA software. Descriptive statistics and inferential statistics methods have been used using SPSS software and Smart PLS software

4.findings

In order to provide an appropriate perspective on the characteristics of the subjects studied, in this section, a large distribution of sample individuals is presented in terms of demographic variables. According to the statistical population of the research, about 550 people, Morgan's table is used for sampling. According to this table, the statistical sample in this study was 225 people.

Gender: The results of the distribution of sample subjects by gender type showed that 147 people (65.2%) of respondents were male and 78 people (34.8%) were female. The large and percentage distribution values of the sample subjects showed that the group of men is more than the group of women

education: The results of the distribution of sample subjects based on education showed that, 82 persons (36 %) of the undergraduate 137 persons (23%) were Masters and 7 persons (5.8%) were PhDs. Abundant and percentage values of the distribution of sample subjects showed that the distribution of people with a master's degree has the highest number.

Age-based distribution results showed that 60 people (27.6%) of sample people under 30 years of age, 90 People (39.8%) were 31 to 45 years old and 75 (32.6%) were over 45 years old. The large and percentage values of the distribution of the sample subjects showed that the distribution of people between the ages of 40 and 45 has the highest number.

work history: Results of distribution of sample subjects based on work history showed that 66 people (30.1%) of respondents under 10 years of age, 81 people (36.3 %)10 to 20 years and 78 people (33.5%) had more than 20 years of work experience.

First, the factors affecting digital marketing in the Iranian banking industry, focusing on fintech, were collected by systematic analysis method by interviewing experts. After preparing the questionnaire, they were approved and screened accordingly by the Fuzzy Delphi method.

4.1 Data analysis

- **The qualitative section**

In the qualitative section, the stages of the grounded theory approach were conducted as follows: collecting and studyingprimary data, conducting semi-structured interviews with experts and professionals in the banking and marketing industry, identifying new components and establishing relationships between components and dimensions, and coding the data to obtain concepts, components, and dimensions. The results of the open coding of qualitative data collected using the interview tool are displayed in Table 1. It is seen that 30 open codes were identified among the concepts in interviews.

Table 1. Open coding to extract concepts from the data

Row	concepts	Row	concepts
1	Understanding digitalization	16	Facilitate electronic delivery channels
2	Being revolutionary	17	Employing specialized human resources
3	Senior management support	18	Training employees according to the needs of the day
4	Accurate targeting	19	Providing rewards to digital reception staff
5	Planning the development of activity volume	20	Advertising with an emphasis on speed of operation
6	Determining capabilities	21	Advertising aimed at attracting customers
7	Marketing cost management	22	Functionality
8	The cost of expert human resources	23	Online support
9	Cyber security costs	24	The attractiveness of the application environment
10	Advertising with an emphasis on reducing customer side costs	25	Access to information anytime and anywhere
11	Financing of digital services	26	Design and use of mobile payment protocols
12	Investment, leasing, legal advice	27	Information systems and management dashboards, agile IT environment
13	Providing credit and debit card services	28	Mechanisms for identifying the needs of corporate customers
14	Digital financial and asset management of companies	29	Number of in-house specialists inIT Eb and
15	Consulting and facilitating international trade	30	Available software and hardware facilities

In axial coding, separate categories are placed together in a meaningful framework, and the relationships between them, especially the relationship between the central category and other categories, are determined. Axial coding leads to the creation of groups and categories. All the same codes fall into their specific group. In this regard, all the codes created are re-visited and compared with texts so that nothing is lost. The results of axial coding are shown in Table 2. It is seen that the first 30 codes are categorized into 6 categories.

In order to measure the reliability of the designed model, the Capa index has been used. In this way, another person (the elite of this field, without knowing how to integrate the codes and concepts created by the researcher, has categorized the codes in the concepts. The concepts presented by the researcher are then compared to the concepts presented by this individual. Finally, due to the number of similar created concepts and different created concepts, the Kappa index is calculated.

As can be seen,the value of the Kappa index was calculated to be 0.743, which is valid according to Table 4**.**

Table 2. Extracting dimensions from components

componens	Dimensions	Row
Understanding digitalization	Senior Management	1
Being revolutionary		
Senior management support		
Accurate targeting		

componens	Dimensions	Row
Planning the development of activity volume		
Determining capabilities	Financial Management	2
Marketing cost management		
The cost of expert human resources		
Cyber security costs		
Advertising with an emphasis on reducing customer side costs		
Financing of digital services	Management of digital payment services	3
Investment, leasing, legal advice		
Providing credit and debit card services		
Digital financial and asset management of companies		
Consulting and facilitating international trade		
Facilitate electronic delivery channels	Marketing	4
Employing specialized human resources		
Training employees according to the needs of the day		
Providing rewards to digital reception staff		
Advertising with an emphasis on speed of operation		
Advertising aimed at attracting customers	Mobile services	5
Functionality		
Online support		
The attractiveness of the app environment		
Access to information anytime and anywhere		
Design and use of mobile payment protocols	Integrated infrastructure	6
Information systems and management dashboards, agile IT environment		
Mechanisms for identifying the needs of corporate customers		
Number of in-house specialists inIT andEB		
Available software and hardware facilities		

Table 3. kappa coefficient

Sig	T [b]	standard error	Value		
٭	165.4	0.116	0.743	kappa	Agreement criterion
			6	Number of codes	

Table 4. Kappa index status

Agreement status	The numerical value of the Kappa index
weak	Less than zero
unimportant	Between 0 and 0.2
medium	Between 0.21 and 0.4
Appropriate	Between 0.41 and 0.6
valid	Between 0.61 and 0.8
Excellent	Between 0.81 and 1

- **Fuzzy delphi technique**

Fuzzy Delphi approach has been used to sift indicators and identify final indicators. To determine the importance of indicators, experts have been used. If ¬What experts use their mental abilities to make comparisons, but it should be noted that the traditional process of quantifying people's views is ‹It is not possible to fully reflect the human style of thinking. In other words, the use of fuzzy sets ‹It is more compatible with linguistic and sometimes ambiguous human explanations, and therefore it is better to use fuzzy sets & using fuzzy numbers to predict long-term and decision-making in the world Real payment. In

this study, triangular phase numbers have also been used to fuzzyize the experts' view.

The fuzzy average and fuzzy output values of indicators larger than 0.7 are accepted and any indicator with a score less than 0.7 is rejected.All items have scored more than 7 and were accepted. Fuzzy Delphi analysis for the remaining indicators continued in the second round.

At this point, all the cases in the second round also all the items again scored more than 0.7 and there was no need to remove any indicators, which is a sign for the end of the Delphi rounds. In general, an approach to the end of Delphi is to compare the average scores of the first and second rand questions. If the difference between the two stages is too low (0.8) threshold, then the survey process stops.

- **The quantitative section**

-Exploratory factor analysis

In factor analysis, the main components method has been used to extract agents. As seen in Table 5, the KMO sampling adequacy index .0.929 Has been obtained indicating that the research data is reducible to a number of fundamental and fundamental factors, and the sample size is sufficient. Also, the Bartlett test result 7595, which is meaningful at the error level of 0.01, shows that there is a good correlation between the indices within the factor**.**

Table 5. KMO Sampling adequacy index and Bartlett coefficient

Amount	Index
0.929	KMO sampling adequacy index
8595	Bartlett test
435	Degrees of freedom
0	Significance level

Table 6. Results of Factor Loads of Observable Variables

P Values	t statistic	The standard deviation	factor load	objects
۰. ۰۰۰	۱٤. ۷۱٤	۰. ۰٤۹	۰. ۷۲۱	Understanding digitalization
۰. ۰۰۰	۲٤. ۱۰٥	۰. ۰۳٥	۰. ۸٤۹	Being revolutionary
۰. ۰۰۰	۳۷. ۱٤٤	۰. ۰۲٤	۰. ۸۷۷	Senior management support
۰. ۰۰۰	۲۷. ٤٥٤	۰. ۰۳۱	۰. ۸٦۱	Accurate targeting
۰. ۰۰۰	۲۹. ۳۹۱	۰. ۰۲۹	۰. ۸٥٦	Planning the development of activity volume
۰. ۰۰۰	۱۱. ٦۸۰	۰. ۰٦۰	۰. ٦۹۸	Determining capabilities
۰. ۰۰۰	۱۹. ۸۸۷	۰. ۰٤۳	۰. ۸٥٤	Marketing cost management
۰. ۰۰۰	۲٥. ٥٤٦	۰. ۰۳٤	۰. ۸٦٤	The cost of expert human resources
۰. ۰۰۰	۲٤. ۲۳۹	۰. ۰۳٤	۰. ۸۲۷	Cyber security costs
۰. ۰۰۰	۲۲. ۲٦٤	۰. ۰۳٦	۰. ۸۰٦	Advertising with an emphasis on reducing customer side costs
۰. ۰۰۰	۳٦. ۹۲۱	۰. ۰۲۲	۰. ۸۲۹	Financing of digital services
۰. ۰۰۰	۲٥. ۳۰۹	۰. ۰۳۳	۰. ۸۳٤	Investment, leasing, legal advice
۰. ۰۰۰	۳۸. ۷۹۳	۰. ۰۲۲	۰. ۸۷۰	Providing credit and debit card services
۰. ۰۰۰	۱۰. ۱۹۹	۰. ۰٦۳	۰. ٦٤٤	Digital financial and asset management of companies
۰. ۰۰۰	۱٤. ۱۳۰	۰. ۰٥۳	۰. ۷٥۱	Consulting and facilitating international trade
۰. ۰۰۰	۳۱. ٤۳٥	۰. ۰۲٦	۰. ۸۲۰	Facilitate electronic delivery channels
۰. ۰۰۰	۱۳. ۱۱۳	۰. ۰٥۳	۰. ۷۰۱	Employing specialized human resources
۰. ۰۰۰	۱٦. ٤۰٤	۰. ۰٤۸	۰. ۷۸۷	Training employees according to the needs of the day
۰. ۰۰۰	۱۸. ۰۹۸	۰. ۰٤۲	۰. ۷٦٤	Providing rewards to digital reception staff
۰. ۰۰۰	۲۷. ۹٤۸	۰. ۰۲۷	۰. ۷٥۹	Advertising with an emphasis on speed of operation
۰. ۰۰۰	۲۲. ۷۲۲	۰. ۰۳٤	۰. ۷٦۸	Advertising aimed at attracting customers
۰. ۰۰۰	۱۷. ۳٤۱	۰. ۰٤۳	۰. ۷٥۳	Functionality
۰. ۰۰۰	۱۰. ۱٦٦	۰. ۰۷۳	۰. ۷۳۸	Online support
۰. ۰۰۰	۱۲. ٤۰۱	۰. ۰٥٦	۰. ۷۰۰	The attractiveness of the app environment
۰. ۰۰۰	۱٦. ۹٥٥	۰. ۰٤٤	۰. ۷٤۲	Access to information anytime and anywhere
۰. ۰۰۰	۲۳. ۳۸۰	۰. ۰۳٥	۰. ۸۱۲	Design and use of mobile payment protocols
۰. ۰۰۰	۳٤. ۱۲۷	۰. ۰۲٥	۰. ۸۳۹	Information systems and management dashboards, agile IT environment
۰. ۰۰۰	۳۱. ۰۲۳	۰. ۰۲٦	۰. ۸۱۸	Mechanisms for identifying the needs of corporate customers
۰. ۰۰۰	۲۰. ۱۰۱	۰. ۰۳۷	۰. ۷٤۳	Number of in-house specialists inIT andEB
۰. ۰۰۰	۳۰. ٤۳۰	۰. ۰۲٦	۰. ۷۹۱	Available software and hardware facilities

Table ۷. Cronbach's alpha coefficients and compound reliability

Composite stability	Reliability	Cronbach's alpha	Axial code
۰. ۹۰٦	۰. ۸٦۹	۰. ۸٦۹	Senior Management
۰. ۸٥۹	۰. ۸۰۱	۰. ۷۹٥	Financial Management
۰. ۹۱۹	۰. ۸۸۹	۰. ۸۸۹	Management of digital payment services
۰. ۸۷۷	۰. ۸۳۹	۰. ۸۲٦	Marketing
۰. ۸۹۹	۰. ۸٦٤	۰. ۸٦۰	Mobile services
۰. ۸۹۱	۰. ۸٦۱	۰. ۸٤٦	Integrated infrastructure

As the results of Table 6 can be seen, the factor load values of all the guages are greater than 0.4, and therefore the measurement model is a homogeneous model and the factor load values are acceptable values. The results of a significant review of t statistics in Table 6 showed that t statistics were reported to be more than 2.58 for all items. This means that the relationship between the guises and their respective variable is accepted at a 99 %confidence level.

The results of the study of Cronbach's alpha coefficients and compound reliability in Table 7 showed that the values of these indicators for all hidden variables ،It is more than 0.7 and therefore the reliability of measurement instruments using these two indicators was also confirmed

As seen in Table 8, the results of the study of the variance values extracted from the hidden variables of the research showed that all variables were assigned values greater than 0.5. Accordingly, it can be said that the convergent validity of the measuring instruments was confirmed using the average variance index extracted.

Table 8. fornell – larcker test and average extracted variance

AVE							
۰. ٦٥۹						۰. ۸۱۲	Senior Management
۰. ٥٤۹					۰. ۷٤۱	۰. ٦۳۰	Financial Management
۰. ٦۹٦				۰. ۸۳٤	۰. ٥۸۳	۰. ۷۹۸	Management of digital payment services
۰. ٥۸۹			۰. ۷٦۷	۰. ٦۰٥	۰. ۷۲۹	۰. ٦۳٤	Marketing
۰. ٦٤۲		۰. ۸۰۱	۰. ٦۳۸	۰. ٥۹۲	۰. ۷۲۷	۰. ٦۳۸	Mobile services
۰. ٦۲٤	۰. ۷۹۰	۰. ٦٤۳	۰. ۷۱۹	۰. ٦۸٤	۰. ٦٥۷	۰. ۷٥٦	Integrated infrastructure

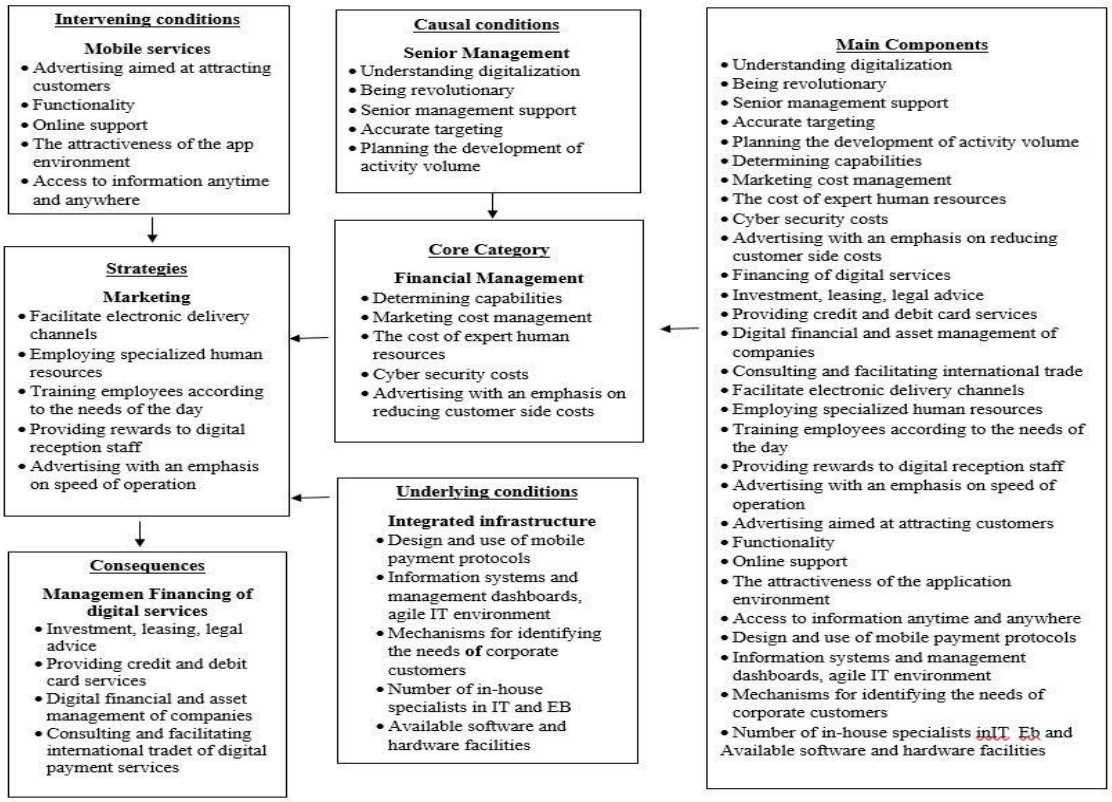

Figure1. Proposed conceptual model at the level of dimensions and componen

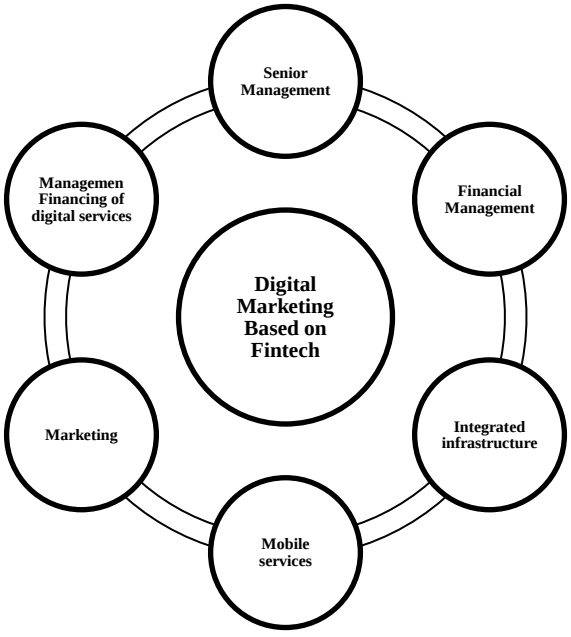

Figure۲. Final model

5. Discussion and Conclusion

In this study, data analysis was used in the qualitative section of MAX QDA software. Descriptive statistics and inferential statistics methods are used using SPSS software and Smart PLS software. In the first stage, the coding results from the research interviews were determined that nearly 30 codes were extracted. In axial coding, separate categories are placed together in a meaningful framework, and the relationships between them, especially the relationship between the central category and other categories, are determined. Axial coding leads to the creation of groups and categories. All the same codes fall into their specific group. In this regard, all the codes created are re-visited and compared with texts so that nothing is lost. It is seen that the first 30 codes are categorized into 6 categories.Next, the indicators identified by the phase Delphi method were validated. The results of Delphi showed that all the relevant indicators and codes were approved by experts. The next step, the results of the study of the variance values extracted from the hidden variables of the research showed that all variables were assigned values greater than 0.5. Accordingly, it can be said that the convergent validity of the measuring instruments was confirmed using the average variance index extracted. an adequate and in-depth understanding and anticipation of the digital environment is essential to delivering the best and most appropriate actions at the right time. The future business model of the banking industry will be heavily influenced by the emergence of new technologies.

The digitization of banking services will also cause many non-banking competitors to enter the field. Startups in financial services as well as big tech companies like Google, Apple and ... They have taken the first steps to compete with traditional banking products and services, making them serious competitors for the banking industry. However, these new competitors do not have the necessary expertise in all areas of financial services ،But their agility and expertise in IT makes it possible to perform successfully in the field of payment and lending, etc

In a summation, whether in the theoretical field or in the literature of research or in the practical area, including such things as security, trust, etc ،Reliability and sustainability of financial service providers, on the other hand, large companies choose their banking partner to the most important criteria such as relationship, trust, competitive pricing, global access, service level ،Product catalogs and credit ratings depend on. In the field of organizational studies, the concept of a shared vision is very well known that can play a key role in creating a digital mindset and changing the bank culture from product-centric to customer-centric. Another important point in the findings of this study is the attention to customer experience .The emergence of new technologies has revolutionized the interactive way organizations communicate with customers. Building honest relationships between organizations and customers is more important than anything else for sustainable business success, but since we are advancing in the digital age, the way we communicate has changed؛ So we have to pay attention to interactions. Another thing to consider is the unmatched role of social media and social networking, which is more evident in younger companies and startups. Given the growing importance of innovation, in recent years organizations have opened their borders to the environment؛ finally, the security and privacy of customer data is one of the biggest challenges for commercial banks for digital corporate banking and, in short, in the major literature, the focus in the field of digital corporate banking is on topics such as the bank's business model, social media and social network, IT infrastructure, customer data privacy, shared vision, open innovation, and attention to customer experience.

One point that is less relevant in the research literature is the role of environmental and individual factors of employees in the success of digital corporate banking so that in digital banking models the role of employees and management is less attention has been paid to, though in the literature very limited to the role of environmental and regulatory factors in the development of digital corporate banking. But there is no specific case in the field of individual factors, which in this study, the individual and environmental components of the digital corporate banking field are described.

According to the findings of the research in this section, practical suggestions for the application of digital marketing model in the Iranian banking industry are presented with a focus on fintech. The role of senior executives in digital corporate banking goes beyond monitoring technology performance or managing day-to-day operations .when implementing their digital corporate banking strategies, senior executives always consider The strategic objectives of

the bank and, using logic, awareness and research, can influence the overall business strategy. These managers must have the skills to anticipate new threats, anticipate new technologies, and embrace the maturity of current trends; and bank executives must strive to gain a better understanding of technological evolution ،They need to know how to create value for their bank with digital corporate banking, and that puts them at a unique point to drive many critical issues. Some of these include creating a roadmap for a business's success, addressing challenges such as delay time/acceptance of new technologies ،Investing in technologies such as artificial intelligence or block chain to improve capital returns, develop differentiating abilities, and deal with new sources of income. It is suggested to bank managers that in the not too distant future, we can see the emergence of payments through social media, voice payments, cryptocurrencies ،Be biometric authentication-based payments, including face recognition, as the main payment streams, so banks are offered digital payments with companies from tools such as biometric authentication ،Mobile card readers, smart speaker payments, artificial intelligence and machine learning, contactless payments and mobile wallets. It is suggested to the managers of the banks that according to the findings of the research in the organizational factors section, banks should move towards an interactive and participatory culture and by creating empathy and cooperation, acceptance of innovation ، Risk-taking and strengthening the spirit of teamwork and participation, and welcoming new and improved methods of doing business, facilitate the communication process of banks and companies. Also, the organizational structure of banks is moving towards a dynamic and organic structure and by reducing and simplifying numerous and complex regulations and guidelines, facilitate the communication of banks and financial technology companies. One of the biggest obstacles in the field of digital banking, especially digital corporate banking, is culture. Accordingly, it is recommended to replace agile teams with the current management structure so that multi-skill teams can ultimately respond to the growing threats posed by the market and legal customers. One of the most effective ways to change organizational culture is to break organizational bureaucracy standards and empower employees at all organizational levels.

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