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The role of positioning strategies in achieving strategic success an exploratory study of the opinions of a sample of employees of the Karwanchi group of companies

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Abstract

The study aims to determine the role of positioning strategy in its various dimensions (quality, design, pricing, brand, non-differentiation strategy) in achieving strategic success in terms of dimensions such as survival, growth, adaptation, and continuous learning. The research area was selected by Karwanchi Group, a manufacturer of mineral water, soft drinks, and juices. The study employed both analytical and descriptive methods to obtain its results. Questionnaires were used as the primary data collection tool, and SPSS v.25 was used to analyze and test the research hypotheses. A non-random sample of 350 employees was selected to represent the research population of 1,800 employees accurately. Several results were obtained, the most important of which was the practical impact of all dimensions of positioning strategy in achieving strategic success, reflecting the importance of these dimensions as essential inputs in developing the strategic direction of Karwanchi Group.

Keywords: Karwanchi Group of Companies, Positioning Strategies, Strategic Success.

Introduction

Given fierce competition, the rapidly changing global business environment, and shifts in market structure brought about by technological advancements and artificial intelligence, companies must reassess their marketing and management strategies to ensure excellence and sustainable development and gain a deeper understanding of customer perception. Positioning strategy is one of the most important intellectual tools that enables Karwanchi Group to establish a unique psychological position in the minds of customers. By highlighting its competitive elements and delivering precise and thoughtful marketing messages that reflect the company's vision and mission that are consistent with the market's vision and mission and respond to customer needs and expectations, the group's psychological position in the market is not only a reflection of its marketing activities, but also the product of the interaction of a series of strategic decisions aimed at establishing a sustainable and competitive psychological image. On the other hand, strategic success is an overall indicator of the efficiency of these decisions, which is reflected in Karwanchi Group's ability to achieve its core goals in the long term, whether in terms of market survival, growth, adaptation to changes, development, or continuous learning. Achieving this success depends mainly on strategic positioning and its adaptability to market and customer needs in the face of ongoing inter-industry challenges, as well as on cultivating a customer-centric mindset in the Iraqi context. This paper will explore this issue by clarifying the relationship between positioning strategy and strategic success. Therefore, the idea of studying the topic of positioning strategy to achieve strategic success emerged. Karwanchi Group of Companies was selected to offer products that would differentiate it from the competition and enhance its market position.

The first topic: research methodology

First: The research problem: The business environment in which Karwanchi operates is facing increasing challenges due to accelerating technological change, growing customer

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demands, and market volatility. For companies to maintain growth, survive, and adapt, they must explore practical strategies to strengthen their market position and enhance their long-term competitiveness. Strategic success is a reflection of corporate efficiency and can only be achieved through a strategic system that guides performance. These strategies mainly include positioning strategies, which are an essential marketing tool that can establish a unique brand image in the minds of customers and influence their perception of product value, thereby differentiating Karwanchi from competitors and increasing customer loyalty. These strategies, through their various dimensions (quality, design, pricing, branding, and non-differentiated strategies), aim to differentiate Karwanchi in the minds of customers and improve its market position. Based on the theoretical premise of this study, which focuses on positioning strategies and their role in achieving strategic success in their respective dimensions, the Karwanchi Group has adopted this study as its research direction. The research population comprises employees working at the company, and a subset of these employees constitutes the research sample.

The research questions revolve around a central question (what role does positioning strategy play in the strategic success of the companies studied) from which the following sub-questions are derived:

1. What is the relationship between positioning strategy and strategic success in the companies surveyed?
2. What are the study variables, positioning strategy, strategic success, and their dimensions in the companies surveyed?
3. What is the impact of positioning strategy on the strategic success of the companies surveyed?
4. Do the responses of the members of the study sample vary depending on the demographic variables of the companies surveyed??

Second: The importance of research

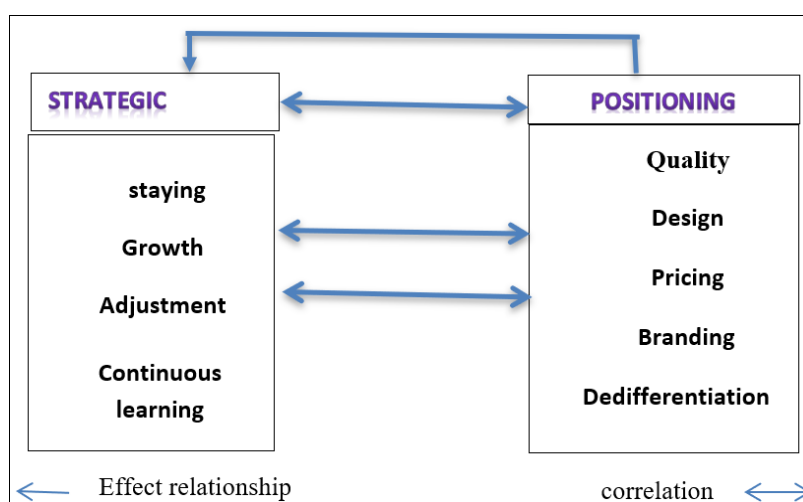
1. The significance of this study is to study the importance of variables, positioning strategies, and strategic success for Iraq's Karwanchi Group of Companies. This enables the company to proactively identify target markets and deliver customized services and products, ultimately achieving strategic success.
2. Given the challenges of the competitive environment, it is crucial to focus on positioning strategies. Therefore, studying this variable is a vital tool for understanding how to achieve strategic success in various economic sectors in Iraq, particularly in the production sector, which pursues innovation and excellence.
3. Using analytical methods and research results helps the group company overcome its weaknesses and enhance its strengths by taking advantage of market opportunities and reducing environmental challenges, thereby consolidating its service image in the minds of customers and gaining a competitive advantage.

Third: Research Objectives - This study aims to develop a series of objectives to understand the relationship between the positioning strategy and the strategic success of the companies being interviewed. These objectives are defined as follows:

1. Determine the relationship between the positioning strategy and the strategic success of the interviewed companies and their impact.
2. Diagnose each dimension (positioning strategy and strategic success) by surveying the interviewed companies.

Based on the research results, provide scientific recommendations to the interviewed companies to help them strengthen their brand image in the target market.

Fourth: Hypothetical plan of the research



Source: Form prepared by researchers

Fig 1: Hypothetical scheme of research

Fifth: Research hypotheses

Based on the research questions, the following research hypotheses were proposed using a hypothetical research framework to address the research questions and achieve the research objectives:

1. In the studied Karwanchi Group companies, there is a significant correlation between positioning strategy and

the achievement of strategic success at both the macro and micro levels.

2. In the studied Karwanchi Group companies, there is a significant impact of positioning strategy on the achievement of strategic success at both the macro and micro levels.
3. The participants in the research sample had statistically

significant differences in their responses to the two research variables, depending on the variables (age, gender, professional position, and degree).

Sixth: Research Community and Sample

The research population consisted of employees of the Iraqi Karwanchi Group of Companies, which has a total of 1,800 employees spread across multiple departments and administrative units. Since it was not possible to study the entire original population, a simple random sampling method was used to select 350 employees as representatives to accurately represent the population. The questionnaires were distributed electronically and through official emails and internal communication platforms approved by the company. A total of 327 questionnaires were received, and all questionnaires were available for statistical analysis. Therefore, valid questionnaires accounted for 93.43% of all distributed questionnaires. This high percentage reflects the good response of the respondents and practical cooperation among the sample members. Table 1 shows the details of the questionnaire distribution.

Table 1: Details of the sample forms

Forms	Karwanchi Group of Companies
Electronically Submitted Forms	350
Retrieved Forms	327
Valid forms for analysis	327
Validity for analysis (%)	93.43%

Source: Table prepared by researchers

The second topic: the theoretical side

First: Positioning Strategies

The concept of positioning strategies

As marketing becomes increasingly important in the strategic management process, the concept of positioning strategy is also crucial to a company's marketing success. Therefore, how a company presents itself and its products in the minds of existing customers is critical to the development of marketing strategies and the implementation of improved advertising and marketing communication practices in the short, medium, and long term. The more a company focuses on implementing positioning strategies, the greater the financial and competitive advantages it can gain by creating value for the company and its products. This value creation can enhance corporate performance and reduce risks. In this context, Kalam (2020:427) ^[24] believes that a positioning strategy aims to establish an image in the minds of customers and requires continuous efforts through marketing and the development of specific products to meet the target market's necessary needs. Kethüda (2023:4) ^[19] describes a recurring and proactive process in which marketers try to establish a precise psychological positioning for a product by identifying, measuring, modifying, and monitoring customer perceptions of the product.

Researchers believe that a positioning strategy is a series of plans and proactive measures implemented by a company to gain a competitive advantage in the market by actively changing the tangible and intangible attributes and perceptions of the product in the market. This satisfies customer wishes and demands, ingraining them in the minds of existing customers and encouraging repeat purchases.

The importance of positioning strategies

Positioning plays a vital role in identifying, recognizing, and understanding the competitive forces that a company faces in its industry. This helps to clarify the image and differentiation of the product in the target market segment, making the product or service different from the products or services of competitors that are marketed to customers (Jan & Victor, 2019:71) ^[25]. Positioning is essential when the product or service is in the same position as the competitors. This will enable the company to implement new strategies, create more innovative products, and surpass its competitors. Positioning strategy also helps identify strengths, weaknesses, opportunities, and threats that could hinder market expansion. The essence of a positioning strategy is to provide products and services that customers expect and desire (Sukirno & Kustini, 2024:56) ^[26]. An effectively implemented positioning strategy by the company is essential for creating a positive image for the product and making it an integral part of the customer's consciousness. When a product is deeply rooted in customers' minds, they are more likely to buy and promote it. They decide to make multiple purchases, which helps maximize the company's profits (Edyansyah *et al.*, 2022: 1259) ^[18].

Positioning strategies

This study selects the dimensions of quality strategy, design strategy, pricing strategy, brand strategy, and non-differentiation strategy for research because they are most consistent with the research field, objectives, and hypotheses, and are based on the model (Dahi, 2022: 18) ^[4].

1. Design Strategy

Design strategy is one of the creative approaches that bridges the gap between industry and art, as design is one of the characteristics that consumers generally demand. It affects the appearance and characteristics of a product, determining its success in the market. It not only attracts the attention of customers but also communicates clearly with them, thereby enhancing the value of the product and establishing its psychological positioning in the minds of consumers (Chen & Lin, 2019: 1190) ^[23]. (Marqa, 2021: 18) ^[30] points out that the rapid environmental changes faced by organizations, along with shifts in customer tastes, desires, and needs, necessitate that organizations seek effective design strategies. Good product design is one of the fundamental tools for success, enabling organizations to gain a competitive advantage over others. This design reflects the characteristics of the product and the technology used in the production process, and most importantly, it meets the needs of customers.

2. Quality Strategy

According to Sitanggang *et al.* (2019:27) ^[27], to gain a foothold in the market and outperform other companies, a company must provide quality products that meet established quality standards and meet and exceed customer expectations. Product quality is constantly evolving in response to changing customer tastes and expectations, which in turn are influenced by established customer standards and expectations. Therefore, quality has become a key element for the survival of companies, and by providing high-quality products and services, companies ensure a competitive advantage in their business areas. It is not

enough for a company to simply provide high-quality products and services; it also requires internationally recognized evidence that the company has implemented a quality management system (QMS) and effectively complies with international norms and standards (ISO) within its organization, meeting customer expectations. (Sotelo, 2019:18-19) ^[5].

3. Brand Strategy

Positioning is the most critical stage in brand strategy because it helps in new product development, trend identification and market expansion, communication, pricing, selection of appropriate distribution channels, and establishing a unique brand image, distinctive characteristics, associations and positive values in the minds of customers, thereby creating a sustainable brand image and ensuring customer loyalty (Fayvishenko, 2018: 254) ^[21]. Therefore, a brand positioning strategy is crucial for companies to compete and survive in the business field, as brand image directly affects the purchase intentions and decisions of existing and potential customers (Solihin *et al.*, 2021, p. 263) ^[20]. Lee *et al.* (2014: 3) ^[22] pointed out that brand building is the process of shaping the brand image so that it occupies a unique and valuable position in the minds of target customers. Brand-building companies must differentiate their brands from those of their competitors in the same industry. If a company positions its brand effectively and in the desired direction, it can influence customer expectations of the brand and maximize profits.

4. Pricing strategy

Price is an important part of the marketing tool and a prerequisite for establishing market relationships. Building customer relationships and understanding their behavior play an important role in developing pricing policies (Falalieiev, 2014:12) ^[18]. In this way, the company can create a pricing strategy that is consistent with the sensitivity of supply and demand, attract and retain customers, set target prices and competitive positions, and determine its market sales volume. This depends on the company's pricing strategy. Dahi and Mohammed (2022:325) ^[4] believe that pricing strategy is a set of strategic decisions made by a company to market its products through its channels, targeting specific customers.

5. Non-differentiation strategy

A non-differentiated strategy is a competitive strategy that allows a company to position itself in the market and gain market share by offering products and services with the exact specifications and prices as its competitors (Dahi, 2022:84) ^[3]. A non-differentiated strategy may work for some companies in the short term, but it neither improves brand-related performance indicators such as brand image and awareness nor enhances the company's value proposition. Since many companies copy the same products and services as their competitors, many companies need information about competitors and customers. This information can be provided through responsive market positioning, enabling the understanding and response to current customer needs, as well as the identification and implementation of new competitive strategies. This allows a company to effectively maintain its brand equity in the market by developing new elements to meet the needs of current customers.

Second: Strategic Success

The concept of strategic success

Strategic success has become a crucial prerequisite for organizations to achieve sustainable development in a complex and rapidly changing business environment. Therefore, organizations continually seek practices and methods to achieve this success. This helps build organizations and motivates them to invest in capabilities that improve their roles and operations, thereby enhancing their overall performance. The core of measuring strategic success lies in the effective implementation of organizational plans, which helps to improve their ability to adapt and develop in the business world, that is, in line with the following equation (strategic success = formulation + implementation + control of strategic planning). Abuzaid (2018:641) ^[6] noted that the strategic success of an organization is a result of the successful implementation of strategic planning. For example, Johnson & Scholes (2002) pointed out that the successful formulation, implementation, and control of strategy are key indicators of its success. Ahmeda (2020:1186) ^[7] believes that success is the result of private activities carried out by employees, owners and customers with all stakeholders from the perspective of the public and private external environment and the internal environment. Wiraeus & Creelman (2019:78) ^[31] agree with Costa & Loureiro (2019:2) ^[8] that organizations should create frameworks that enable all employees to work together as a whole and feel that they are part of the organization. They will feel happier, more creative, more efficient, gain a competitive advantage, and provide the best value to existing and future customers, making them more proactive. Self-efficacy and achieving higher economic efficiency than other competitors are also improved. Abbas & Ghazi (2021:7) ^[32] define strategic success as a set of strategies, skills, talents, and knowledge that an organization invests in to achieve regular changes that contribute to the continued success of its internal and external activities. Researchers believe that strategic success refers to an organization's ability to create value for all its stakeholders.

Requirements for strategic success in all companies, especially in the Karwanchi Group of Companies

Given the acceleration of change that companies are experiencing today, the emergence of new technologies and the advancement of digitalization, as well as the awareness and ability of companies to understand modern opportunities and create new value, they can compete in the target market and ultimately achieve their desired goals. Abdullah (2022:75) ^[2] believes that companies pursuing strategic success must provide customers with high-quality services that exceed their expectations. They must understand and strive to meet customer needs, hire experienced and visionary leadership teams to lead the company to a desired future through the products and services provided to customers, and involve all employees in the formulation and implementation of strategies, and further enhance employees' skills, knowledge, and capabilities through development and training programs. (Sadq *et al.*, 2018:65) ^[9] Strong brands in the target market can provide customers with an excellent shopping experience, thereby creating added value, building customer trust and loyalty, and encouraging repeat purchases. This can be achieved by developing marketing strategies to enhance brand awareness and increase website traffic to the

company. Therefore, to achieve strategic success, companies must set measurable, trackable, and evaluable goals for employees that are realistic and achievable within their existing resources. Customer satisfaction must be achieved and prioritized through the development of human and intellectual capital. Based on this, the researchers believe that to achieve strategic success, companies must develop strategies that are consistent with the company's vision, mission, and culture, and secondly, strategies that are consistent with the employer's goals. The goal is to strengthen the company's image, connect the brand with customers, increase sales, and win loyal customers, thereby increasing the company's strategic success rate.

Dimensions of strategic success

The current study relied on the dimensions (survival, growth, adaptation, and continuous learning) because these dimensions were most consistent with the research domain, objectives, and hypotheses, and were based on the model (Abdullah, 16:2022)^[12]

- **First: Survival:** The ability of entrepreneurs to create a unique value proposition for the company by building strong and reliable customer relationships. This is essential to achieving high customer satisfaction and loyalty, enhancing the company's reputation in the market, and keeping the business as long as possible (Snider & Davies, 2018:29)^[10]. Kozak (2018:187)^[11] believes that the key to survival is to provide customers with quality products and services that meet their needs at reasonable prices through competitiveness, promote innovation, and motivate employees. The relationship between a company and its environment (especially customers and suppliers) continues to expand, thus establishing an advanced communication network based on the strength of the relationship. This enables the company to develop new sales opportunities and obtain scarce resources, or to build its operations on easily accessible basic resources, thereby increasing value. This can establish a competitive advantage in local or global markets.
- **Second: Adaptation:** The ability of an organization to reshape its business model and strategy affects its ability to cope with environmental changes by building its resilience and adaptability (Zhang & Liu, 2012:55)^[12]. In the same context, Hlehel (2022:79)^[13] pointed out that adaptability refers to the ability of an organization to make necessary changes to meet the needs of its operating environment and achieve a balance between growth and survival. It measures an organization's ability to diagnose environmental changes in its operating environment and subsequently make all possible adjustments and changes to its structure and organizational activities to adapt to these changes.
- **Third: Growth - Rajasekaran & Dinesh (2018:978-980).** It is believed that the strongest growth driver in the market is existing customers, who can become loyal customers, make repeat purchases, and encourage others to do the same. This reduces the cost for competitors to acquire the business. Therefore, companies must first win the trust of customers to gain loyalty. This is challenging because it requires emotional involvement. Companies need to introduce new ideas and concepts that appeal to customers'

emotions, offering superior solutions to competitors, and convert them into services that customers are willing to pay for. Alaraj *et al.* (2018:210)^[15] found that growth is an effective tool for improving efficiency by exploiting opportunities and has a significant impact on company performance when stakeholders aim to diversify their business. Companies can use their resources and capabilities to gain a competitive advantage and superior performance. Relationships between manufacturers and retailers, marketing channels, joint venture partnerships, and international cooperative alliances are crucial for organizations seeking to grow and develop in a competitive market, thereby enhancing their competitiveness.

- **Fourth: Continuous learning:** Continuous learning refers to an organization's ability to create a competitive advantage by integrating employees' learning resources and enhancing their employees' creativity and innovation. Therefore, organizations seeking to maximize their creativity and innovation must analyze their culture to identify any necessary changes that will enable continuous learning and improvement. Continuous learning influences employees' attitudes, behaviors, and beliefs, as these trained employees introduce a new learning culture (Verduijn & Heijboer, 2016, p. 124)^[16]. Polo *et al.* (2019:513)^[17] noted that continuous learning involves the ongoing development of knowledge, enabling employees to achieve their goals and improve performance throughout their working lives, as well as generating and consolidating new expertise within the organization. This helps employees to adapt more quickly to internal and external environments, ensuring the organization gains a sustainable competitive advantage.

The third topic: The practical side

First: Description and diagnosis of study variables and dimensions

Table 2: Descriptive analysis results of the variables of "positioning strategy" and its five dimensions (a. design strategy, B. quality strategy, C. pricing strategy, D. brand strategy, H. differentiation strategy) and "strategic success" and its dimensions (a. surplus, C. adaptation, D. continuous learning). This analysis aims to describe the level of usability of these variables and dimensions, utilizing various statistical methods, including the arithmetic mean, standard deviation, minimum, and maximum values.

Table 2: Description of the variables and dimensions of the study

Variables and dimensions	Arithmetic mean	Standard deviation	Materiality	Level
Design Strategy	69.83	0.689	77.38%	high
Quality Strategy	4.377	0.569	87.54%	high
Pricing Strategy	3.425	0.754	68.5%	medium
Brand Strategy	4.197	0.571	83.94%	high
Dedifferentiation strategy	3.187	0.856	63.74%	medium
Positioning strategies	3.811	0.687	76.22%	high
staying	4.013	0.628	80.26%	high
Growth	4.271	0.564	85.42%	high
Adjustment	3.969	0.645	79.38%	high
Continuous learning	4.210	0.511	84.2%	high
Strategic Success	4.115	0.585	82.31%	high

Source: Prepared by researchers based on SPSS v.25

Table 2 shows that, from the respondents' perspective, the scores of all positioning strategy dimensions exceeded the assumed arithmetic median and arithmetic mean (3). The arithmetic mean of various positioning strategies reached 3.811, with high importance and critical values (76.22%). The dimension level shows that "Quality Strategy" (After) ranked first, with the highest arithmetic mean (4.377) and extreme importance (87.54%). This demonstrates that the company recognizes the importance of quality as a key factor in achieving excellence and sustainable development. The second is "Brand Strategy" (After), with an arithmetic mean of (4.197) and extreme importance (83.94%). This confirms its effectiveness as a tool to improve the company's image in the minds of customers and enhance the company's ability to develop and adapt to market changes. The mean of (Dedifferentiation Strategy) is (3.187). It is at an extreme importance level (63.74%), which reflects the weakness of this strategy in creating competitive value in an environment that requires excellence and innovation. Its high usability is also emphasized. The arithmetic means of achieving strategic success reached a general value (4.115), and its importance and criticality values were also high (82.31%), indicating that both at the dimension level and at

the dimension level, the latter (growth) took the first place, reaching the arithmetic mean (4.271) and being at a relatively extreme level of importance (85.42%). This shows that the respondents recognize the importance of growth as a strategic element. The second is continuous learning, with an arithmetic mean of 4.210 and an extreme level of importance (84.2%). This means that the more a company learns, the faster it can respond to changes and expand more effectively. The last one is "adaptability", with an average value of 3.969 and an extreme level of importance (79.38%), indicating that the company faces challenges in responding to changes in the internal or external environment.

Third: Hypothesis testing

1. The central initial hypothesis: There is a significant correlation between positioning strategy and strategic success in the studied companies.

To test this hypothesis, we calculated the correlation coefficient to determine the significance, strength, and direction of the relationship between positioning strategy and strategic success in the studied companies. The table shows (3) test results.

Table 3: Matrix of the relationship between positioning strategies and strategic success

Variables and dimensions		Growth	staying	Adjustment	Continuous learning	Strategic Success
Quality	Correlation coefficient	0.794**	0.754**	0.782**	0.815**	0.786**
	Morale level	0.000	0.000	0.000	0.000	0.000
Design	Correlation coefficient	0.712**	0.687**	0.714**	0.673**	0.703**
	Morale level	0.000	0.000	0.000	0.000	0.000
Pricing	Correlation coefficient	0.696**	0.674**	0.684**	0.648**	0.676**
	Morale level	0.000	0.000	0.000	0.000	0.000
Branding	Correlation coefficient	0.761**	0.741**	0.756**	0.795**	0.764**
	Morale level	0.000	0.000	0.000	0.000	0.000
Undifferentiation	Correlation coefficient	0.676**	0.651**	0.662**	0.612**	0.651**
	Morale level	0.000	0.000	0.000	0.000	0.000
Positioning strategies	Correlation coefficient	0.781**	0.761**	0.776**	0.775**	0.738**
	Morale level	0.000	0.000	0.000	0.000	0.000

Source: Table prepared by researchers based on SPSS v.25, (**). D morally at a significance level of 1%, (*) D morally at the level of significance 5%

Table 3 shows the following

1. There is a significant direct positive correlation between the quality strategy dimension and the strategic success variable in its four dimensions (survival, growth, adaptation and continuous learning), and the correlation strength is 0.786 at the significance level of 1%, indicating that the quality strategy dimension has a strong presence in the company's employee environment. This suggests that, within this company, improving product quality is closely tied to achieving strategic success across the four dimensions.
2. There is a significant direct positive correlation between the brand strategy dimension and the strategic success variable in its four dimensions (survival, growth, adaptation, and continuous learning), and the correlation strength is 0.764 at the significance level of 1%, indicating that the brand strategy has a strong presence in the company's employee environment. This improves the innovation environment and enhances the company's confidence in the expansion and adaptation process of strategic variables.
3. There is a positive correlation between the design strategy dimension and the strategic success variable in its four dimensions (survival, growth, adaptation, and continuous learning), and the correlation strength (0.703) reaches the significance level of 1%, indicating that interest in product design effectively promotes the company's strategic success.
4. The pricing strategy dimension has a positive correlation with the strategic success variable in its four dimensions (survival, growth, adaptation, and continuous learning), and the correlation strength (0.676) reaches the 1% significance level, indicating that the ability to adjust prices according to market changes improves the flexibility and continuity of the company.
5. The non-differentiation strategy dimension has a significant direct positive correlation with the strategic success variable in its four dimensions (survival, growth, adaptation and continuous learning), and the correlation strength is (0.651) at the 1% significance level, indicating that implementing a non-differentiation strategy in the company's employee environment helps the company enter a broader range of market segments.
6. There is a positive correlation between the positioning strategy and the strategic success variable, and the

correlation strength is (0.738) at the 1% significance level, indicating that comprehensively and balancedly improving the positioning strategy can increase the company's chances of strategic success in the short-term and long-term employee environment.

2. The second primary hypothesis

This hypothesis can be tested at the macro and micro levels

as follows:

A. Macro-level testing: To test this hypothesis, we constructed a simple linear regression equation to estimate the strategic success rate of the positioning strategy, determining the extent to which the positioning strategy affects the strategic success of the research company. Table (4) shows the test results.

Table 4: Impact of positioning strategies on strategic success

Independent	minion	Constant coefficient (β_0)	Regression coefficient (β)	Value (T) (Sig.)	Value (F) (Sig.)	(R2)
Positioning strategies	Strategic Success	-0.198	1.027	15.843 (0.000)	264.320 (0.000)	0.544

Source: Table prepared by researchers based on SPSS v.25

As can be seen from Table (4), the stability validity of the regression equation model lies in the fact that the (F) value (264.320) for adults is at a significance level of less than 5%, which means that the strategic success is evaluated through the positioning strategy, as the (T) value (15.843) for adults has a significant effect at a significance level of less than 5%. In contrast, the value of the beta regression coefficient (β) is positive. The value of (1.027) for adults indicates that the impact is positive, in a sense, the positioning strategy has a positive impact on strategic success by increasing and consolidating the potential for strategic success, as indicated by the value of the determination coefficient (R2) for adults (0.544), provided

that the positioning strategy explains the proportion of changes in strategic success (54.4%).

B. Testing at the level of dimensions of positioning strategies: To test this hypothesis, we constructed a multiple regression equation to estimate the strategic success rate of the univariate positioning strategy on five dimensions (a. design strategy, b. quality strategy, c. pricing strategy, c. brand strategy, h. differentiation strategy) to determine how these five dimensions affect the strategic success rate of the research object. Table 5 shows the test results.

Table 5: Impact of the Five Dimensions of Positioning Strategies on Strategic Success

Independent	minion	Constant coefficient (β_0)	Regression coefficient (β)	Value (T) (Sig.)	Value (F) (Sig.)	(R2)	(Adjusted R2)
Quality Strategy	Strategic Success	-0.127	0.261	3.784 (0.000)	102.354 (0.000)	0.544	0.543
Design Strategy			0.274	4.129 (0.000)			
Pricing Strategy			0.308	4.476 (0.000)			
Brand Strategy			0.296	4.012 (0.000)			
Dedifferentiation strategy			0.321	4.215 (0.000)			

Source: Table prepared by researchers based on SPSS v.25

Explanatory Table (5) Each dimension of positioning strategy has a significant impact on strategic success. The determinant (R2) is (0.544), indicating that the five positioning strategies can explain (54.4%) of the variation in strategic success rate, and the remaining percentage is attributed to other factors. The regression equation model is verified by the value of (F) adults (102.354) at a significance level of less than 5%, which means that strategic success is estimated by the five dimensions of the variable positioning strategy, because the value of (T) is less than 5% in the five dimensions (a. design strategy, B. quality strategy, C. price strategy, D. brand strategy, H. differentiation strategy) on the significance level of moral influence, and the value of the beta regression coefficient (β) is positive, indicating that the influence of these five dimensions is positive, which means that the dimensions of positioning strategy have a positive impact on strategic success, because we see that there are changes in the level of influence of these five dimensions, and we find that after (de-differentiation strategy), the beta value (β) of adults has the most substantial impact (0.321), followed by the price strategy dimension, and then the brand strategy and design strategy, and the beta value (β) of adults (0.274; 0.296;

0.308), and finally, according to the audition results, the beta value of adults (0.261) is comparable to the beta value of quality strategy (0.261). It can be said that the second central hypothesis is accepted.

Third: Testing the central hypothesis. Third: This hypothesis can be tested, which states (According to the following sub-hypothesis, there are statistically significant differences in the responses of the research sample members to the two research variables in terms of age, gender, degree, professional position, and years of service:

1. The first sub-hypothesis: The differences in the responses of the research sample members to the two research variables in different variables (age, education, professional position, length of service) are statistically significant. To test this hypothesis, we employed the one-way ANOVA test. This test method is used to test the critical difference between the average scores of more than two groups (three groups or more), because it can reflect the degree of difference in the opinions and views of the sample members on the research variables in different categories (age, education, professional position, length of service). The test results are shown in Table 6.

Table 6: Different levels of study variables according to demographic variables

Variables	Demographic variable	Value (F)	Sig.
Positioning strategies	lifetime	7.216	0.000
Strategic Success		6.973	0.001
Positioning strategies	Practical qualification	5.534	0.002
Strategic Success		4.796	0.003
Positioning strategies	Job Position	7.213	0.001
Strategic Success		6.314	0.002
Positioning strategies	Years of service	4.987	0.006
Strategic Success		5.320	0.004

Source: Prepared by researchers based on SPSS v.25

The ANOVA shown in Table 6 shows that the response values (F) of the studied sample are of moral importance for both positioning strategy and strategic success, and the statistical significance (Sig.) of all values is less than 0.05. This means that there are significant differences between the

means of the groups. Therefore, there are statistically significant differences between the two variables studied according to the variables (life expectancy, education, position, and years of service). This indicates that the first sub-hypothesis has been established.

2. Second Sub-Hypothesis: There is a statistically significant difference in the responses of the study participants to the two study variables based on the gender variable.

To test this hypothesis, we used the (T-Test Independent) test, which is a test based on comparing the mean scores of two groups, as the idea of this test is to determine the differences between the two groups and then study the extent to which the level of strategic success positioning strategies of the Cronj Group companies varies with the gender variable. Table () shows the test results.

Table 7: Level of differences for study variables by gender

Variables		F	Sig.	T	Push	Sig. (2-tailed)
Positioning strategies	Equality of variance	2.031	0.155	1.485	128	0.139
	Unevenness of variance			1.472	82.12	0.144
Strategic Success	Equality of variance	1.889	0.170	1.607	128	0.111
	Unevenness of variance			1.594	91.317	0.114

Source: Table prepared by researchers based on SPSS v.25

As can be seen from Table (7), for both variables (positioning strategy and strategic success), the variances of the two groups are homogeneous in (F) values with significance levels greater than 5%, while the test results (T) record Sig. (2-tailed) greater than 0.05 for all values, both in the case of equal variances and in the absence of statistically significant differences in the responses of the study sample members to the two study variables in the evaluation of positioning strategy and strategic success on the gender variable, thus rejecting the second sub-hypothesis.

Fourth topic

Conclusions and proposals

First: Conclusions

Conclusion

1. The results of the survey show that the effectiveness of the positioning strategies adopted by the interviewed Karwanchi Groups varies. Some dimensions (quality, brand, and design) performed well, reflecting the Group's strategic recognition of the importance of these dimensions for market share. On the other hand, other dimensions (pricing and lack of differentiation) were significantly insufficient. This suggests that there is an imbalance in the integration of positioning dimensions, which may weaken the effectiveness of Karwanchi Group's customer share.
2. The descriptive analysis results of the interviewed Karwanchi Groups show that all strategic success dimensions have achieved high awareness. This demonstrates that the Karwanchi Group operates within a balanced and consistent strategic framework to achieve its long-term objectives.
3. The analysis results indicate that the positioning strategy and strategic success are positively correlated at both micro and macro levels, and this correlation is statistically significant. This high correlation reflects the effectiveness of Karwanchi Group's implementation

of an effective positioning strategy, which is crucial to achieving its long-term strategic goals, including continuity, breadth, and adaptability to internal and external changes.

4. The analysis results show that all dimensions of positioning strategy have an effective impact on strategic success. This reflects the importance of these dimensions as fundamental elements in developing the strategic direction of Karwanchi Group of Companies and suggests that some dimensions are more influential than others, especially in terms of brand and non-differentiation, as they directly contribute to strengthening the customer image and improving its market competitiveness.
5. The results of the variance analysis showed that there were significant differences in the sample groups in terms of age, education, professional position, and years of service. This shows that demographic characteristics shape individuals' attitudes towards positioning strategy and strategic success, thereby improving the effectiveness of strategic application and maximizing the advantages of the diversity of knowledge and experience within the Karwanchi Group of Companies.
6. The results of the analysis showed that there were statistically significant differences between men and women in their responses to positioning strategy and strategic success. This shows that the perception and understanding of the research variables showed cross-gender convergence.

Second: Proposals

Summary

1. Kroni Group should implement an integrated positioning strategy framework to ensure alignment across dimensions. To this end, the group should improve inefficient links through regular market

research and develop flexible strategies to respond to market changes, supported by a continuous monitoring and evaluation system to ensure effective positioning in the competitive environment.

2. Kroni Group should strengthen its push for this trend by implementing sustainable strategies, such as performance management through long-term key performance indicators (KPIs) and investing in leadership development programs for continuous improvement and innovation.
3. Positioning strategy is part of Kroni Group's overall strategic planning and should be strengthened by investing in its various elements in a balanced manner and linking it to strategic performance indicators that measure its impact on strategic success.
4. The interviewed Kroni Groups should pay more attention to integrating positioning strategy into the overall strategic planning framework while continuously measuring its impact to ensure that resources are invested in areas that can enhance the sustainability of strategic success.
5. When developing and implementing strategies, demographic diversity should be considered, and communication and promotion methods should be adopted for specific functions and age groups. This helps to deepen understanding and supports the effectiveness of strategy implementation.
6. This is due to our continued implementation of gender-neutral policies and strategies and our focus on creating a fair and inclusive regulatory environment that supports equal opportunities and encourages everyone to participate in the planning and strategy development process.

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