

# Strategic Positioning As A Major Driver For Enhancing Value-Added In Industrial Organizations: An Exploratory Study In The General Company For Soft Drinks

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## Abstract

The current research begins with knowing the role played by the strategic positioning after which it is the main and essential engine to enhance the added value to take advantage of the opportunities and invest the available resources. The distinctive features that customers see as added value, and strategic positioning was expressed in a number of dimensions (customer orientation, competitor orientation, marketing ability, innovation orientation, marketing ability, and dynamic environment). to society, the added value of the environment, and the added value of relationships). Believe in strategic positioning and try to change the rules and mechanisms of competition to achieve value added). Some statistical programs were applied, the most important of which is ((SPSS.V23), and an intentional sample was chosen on which the research was applied, which is estimated at (62) respondents allocated to managers and managers of departments, divisions and units in the company under study. The research concluded with a number of conclusions, the most important of which is that the company has a proactive mentality to avoid competitors The strongest through its efforts to strategically reposition itself to protect itself from various pressures and changes in the market, and that consumers are more inclined to the brand and then the quality in the product.

**Keywords:** strategic positioning, added value.

## Introduction

Because of the globalization of the economy and the increase in competition in the business sector and the human desire to challenge new frontiers and seize as much of the market as possible, organizations seek to improve their competitive position and excellence in providing products and services to their customers and work on choosing alternatives and strategies, including strategic positioning, in order to give a new dimension to strategic positioning and focus On the way to determine the positioning of companies, so marketers need to place their

products strategically in the competitive market. Strategic positioning provides a practical way for the new generation of professionals who face choosing one brand or several brands to distinguish your products among consumers, as well as the challenge facing marketers to overcome the chaos in products. Competition, alternative, and attracting consumer attention. Effective strategic positioning provides the customer with benefits to solve problems related to customer needs in a way that differs from competitors. The value of strategic positioning lies in the internal analysis of external competitive environments and the matching of resources with environmental opportunities (Manhas& parikh, 2010: 17). From this point of view, the current research was divided into four sections. The first section devoted the theoretical aspect to its two parts, strategic positioning and added value. The second section was devoted to the scientific methodology. The third section dealt with diagnosis and testing of hypotheses. The fourth section focused on the most important conclusions and recommendations. The first topic: the theoretical side

**Theoretical Framework**

**Strategic Positioning.**

This concept can be traced back to the work of the economists on the market structure and competitive position and in marketing to product excellence. The psychological consumer to determine the appropriate strategies and the right time, as it represents the backbone of the organization if it is designed in the right direction and in a purposeful way, so it is not a simple concept as it is seen, but rather a difficult and more complex concept (Sair, 2014: 58). It is necessary to define the essence of strategic positioning when the final goal is clearly understood and for the process of creating and developing a sustainable brand and ensuring its association in the mind of the consumer. Therefore, the lack of an acceptable and universally agreed definition made us search for a comprehensive concept of strategic positioning, and some researchers have mentioned concepts and definitions, we mention them and as in Table (1).

**Table (1) Concepts of strategic positioning according to the opinions of some writers and researchers**

S	The Name Of The Researcher Or Author	Concept
1-	Bodin Jonatan,2008:7	It is a business strategy that distinguishes the organization from its competitors through better value for its customer
2-	Ekmekci Ash kueiukaslas,2010 : 18	It is a process of analyzing markets and not focusing on customer needs
3-	Joniszewsk ,at el, 2012: 9	The way the organization wants customers to perceive and feel its brand versus competitive positions
4-	Imaobong ,kehinde ,2020 : 3	A psychological concept related to perception and impression. It is an important factor in strategic decisions. It is a systematic, constructive and iterative method for evaluating and tracking consumer attitudes.
5-	Edwin Odhiambo,2019: 83.	A strategic choice through which an important place is established for the organization's image, products and brand in the minds of the target customers in a distinct manner compared to competitors at the level of the market / competitive region

6-	Azmat Muhammad ,at el, 2015: 110	Focusing on the products and services of the organization regardless of competitors, which is how it is distinguished and makes value for the market to obtain success and win the minds and trust of consumers
7-	Saqib Natasha,2021:143	It is a game played by competing people in the market with the aim of making a quantum leap in people's hearts, meaning different things to different people
8-	Fayvihenko , Diana, 2018: 245	Strategic positioning is the organization's ability to meet the needs and preferences of consumers and make them prefer dealing with it rather than with its competitors
9-	Sair shrafat Ali,2014 : 60	A set of strategies developed and implemented by the organization to ensure that it occupies a distinguished and meaningful position in the minds of customers
10-	Saqib Natash,2021: 2543	The process of designing the company's presentation and image to occupy a distinct place in the minds of the target market

Source: Prepared by the researchers in the light of the sources contained therein

In light of the foregoing, a concept of strategic positioning can be given as a tool or strategic alternative that aims to change the rules of the competitive game by using a frame of reference that tries to draw a picture of the organization in the minds of consumers to re-evaluate its competitive positions to ensure its superiority over its competitors.

### Importance Of Strategic Positioning.

The concept of strategic positioning has attracted great attention from academics and practitioners since its introduction, and it has played a vital role in marketing activities. Therefore, strategic positioning has received great attention over the past decade and has emerged at a high level and has become globally accepted theoretically, practically and strategically, and is one of the main components of the era. Talking and occupying a competitive, purposeful and distinct position in the minds of the target customers, its importance must be recognized. Most of the competitive advantages are temporary due to the dynamic market situation, so it is necessary to interact with strategies, and it is not uncommon for new markets and new products to emerge (Dombrowski, 2018: 1196).

**A-** Strategic positioning occupies great importance and an important and vital role that is mainly related to the individual's action and how a service, material commodity, or product is designed to target the public, as it is the most effective weapon in the minds of consumers (Azmat Muhammad, 2015: 110).

**B-** Strategic positioning is an important competitive weapon for managing competition in a business environment that faces instability challenges and was the reason for initiating a strategic repositioning in order to improve its competitive position in the market. (Edwin Odhiambo, 2019: 83)

**C-** Strategic positioning participates as a key factor in long-term organizational success and customer relations. It also helps in the process of shaping the way customers perceive them, as they are the two factors that the organization has for the purpose of appropriate strategic selection (Ekmekci kueiukaslan , 2010: 19).

**D-** The strategic importance of the strategic positioning can be seen through two main elements: first, the internal positioning, which focuses on all employees who influence the image of the brand, control it, and measure the activities practiced by the administrative unit, and secondly - the external positioning, which focuses on focusing on sustainable activities and plans and includes Developing and formulating the brand and plays a major role as a guide

and coordinator of the activities that revolve around the brand and is a useful tool for strategic planning and helps in forming emotional bonds, and it also provides a set of instructions and directions for brand activity and development (Janisewsaka, at el, 2012:13).

**E-** The business in previous seasons has become inconsistent, so the choice of strategic positioning has become necessary when the products are not attractive and the quality they provide does not find an opportunity in the market. The main successful factor is clarity, consistency, credibility and competitiveness that must offer something to the customer that competitors fail. Investigative or introduction (Bodin Joakim, at el, 2008:7).

**F-** Strategic positioning is mainly related to the minds of consumers, as it is a critical strategic decision through which it focuses on how to compete in the market and takes into account the needs of customers and the positions of competitors for the purpose of outperforming them (Imaobong kehinde, 2020: 3).

**H-** Strategic positioning includes an integrated theoretical model that evaluates skills, competencies, competitive advantages, behavioral attitudes that consumers need, strengths and weaknesses of competitors, threats, and investment opportunities available to the organization (2 (Hemzo, 1998: 2). **G-** Helps provide a competitive advantage in an environment of uncertainty by emphasizing consistent attributes and coherent policies that should remain constant despite drastic changes. It highlights the organization's legitimacy and creates quantifiable value as well as its contribution to creating emotional and coherent expectations for the target market. (Imaobong kehinde, 2020: 5).

Based on this, it can be said that organizations should engage in determining strategic positioning to achieve excellence in performance, overcome competitor barriers, and find the best defensive positions against strong competition by analyzing and strengthening strengths, addressing weaknesses, investing opportunities, and eliminating potential threats in order to achieve added value for the organization.

### **Strategic Positioning Strategies.**

Competitive advantages are often temporary due to the dynamic market situation, so all strategies must be interacted with, and it is not uncommon for new markets and modern technology to emerge (Dombrowski, 2018: 1196), and (Sair, 2014: 60) identified two strategies for strategic positioning: The alternative strategy.

Sustainable competitive advantage strategy.

The two strategies (alternative and sustainable competitive advantage) are empirically measured from the consumer's point of view to determine the effective strategy. Strategic positioning can work in conjunction with traditional sales strategies such as improving product quality, efficiency and investing time. It may be a reason for developing organization patterns and expanding production and capacity. Explanation and the reason why the organization differs from its competitors, and it may be a strategic tool for executives to encourage investment (Bodin Jonatan, 2017: 8). The organization's strategy includes a marketing strategy that focuses on identifying a group of target audience from among a group of potential customers in the future in order to be in line with the needs of customers. (Shahid, Saad, 2019: 109) and (Imaobong, kehinde, 2020: 3) added that organizations in competitive international markets aim for a flexible and agile strategy that is sufficient to fulfill the demands of

customers and establish alliances with franchisees. Competitive balancing ahead of opponents movement ensures it has the ability to respond to urgent needs and overcome competitors' barriers successfully (Farahiya, 2015: 10).

### **Dimensions Of Strategic Positioning:**

The current research depends on the dimensions identified by (Butt, Ukumar, 2017: 631) as they are consistent with the nature and scope of the research and were represented by the following: (orienting customers, directing competitors, marketing ability, directing innovation, dynamic environment) as follows:

**A- Orienting customers:** Maintaining close contact with customers leads to a better understanding of needs, design of products and services, increased customer satisfaction, and ease of forecasting demand. Understanding and analyzing customer needs is an integral part of strategic positioning after which it is a continuous process of development. Therefore, the choice of strategic positioning will be affected by customer guidance and will be It has a positive and important impact on their gain (Butt Ukumar, 2017: 631). It is clear that changes in the relationships between organizations and customer requirements have helped organizations re-evaluate their competitive positions and change customers' perceptions. Therefore, organizations feel the need for strategic action in the market to target markets and maintain achieving the highest value. From satisfaction to the customer (Ekmekei, 2010: 19). Customers may face an increasing number of choices over time, and this depends on their purchasing motives, personality, and psychological factors in occupying a privileged position in their minds (Cristea Adina, 2014: 894).

**B- Directing competitors.** Customer demands have become homogeneous, and quality and product service have reached high levels in global markets. All these factors are taken care of by organizations in order to compete in the market (Ekmekei, 2010: 17). Defining competitors clearly enables the organization to protect itself from the pressures of other competing organizations, and thus directing competitors begins necessary to develop positioning strategies and has an important positive impact to secure its protection against intense competition (Butt Ukumar, 2017: 631). Competitors view the brand as distinct and of value Higher compared to competitors.

Competitive advantages are often temporary due to the dynamic market situation, so they must interact with competitive strategies, and it is not uncommon for new markets to emerge in competitive areas and be the reason for strategic repositioning (Dombrowski, 2018: 1196)

**C- Marketing ability:** Maintaining the acquired competitive advantage is a difficult process and requires marketing ability and a high degree of adaptation in order to avoid differences that threaten the product life cycle and use a similar and directed frame of reference to reduce competitive points of difference (Cristea Adina, 2014: 894). The marketing ability enables identifying the needs of customers and building relationships with them, and it can be measured through the following factors (communication, planning, distribution, and meeting customer requirements). The organization can align its market-based resources and marketing

capabilities to achieve the desired results. Butt Ukumar, 2017: 631 (Ghowdhury, 2013: 55) believes that marketing is a social and administrative process, and one of its functions is to maintain a close relationship with customers, as it is the process of matching organizational capabilities with customer requirements . Organizations have gone beyond the traditional sales-led mindset and are looking for solutions Better to meet the requirements of its customers to obtain a distinct competitive position (faizan at el, 2021: 7).

**D- Innovation orientation:** It is the backbone and the main one that marketers use to win customers by developing a sustainable competitive advantage. It is considered a vital and success factor in the world of competition. It is defined as openness to new types of technologies in a proactive manner, with the ability to identify them early and interact with them appropriately. technologies to purposefully innovate and develop first-class products that are technologically superior to their competitors (Butt Ukumar, 2017:631). In order to consider adopting blue ocean strategies and implement strategic positioning, managers must shift their strategic focus on alternatives from competitors and non-industry customers to bypass Consumer awareness levels in a timely manner and focus on establishing the value chain and other brands (Cristea Adina, 2014: 901). The orientation towards innovation is a deliberate proactive process to identify, measure and monitor the consumer and transfer his thinking from the producer to the innovative mind (Newman Nathaniel, 2017: 685)

**E-Dynamic Environment:** It is necessary for organizations to constantly monitor environments, changes, and consumer preferences and make the current situation of the organization more effective in providing new opportunities and growth. Customers and the difference in the technological capabilities of the organization may be affected by the external environment and have an impact on the dynamic environment of the organization (Butt Ukumar, 2017:631). The dynamic environment of strategic positioning imposes a balance between capabilities and resources and an analysis of strengths, weaknesses, opportunities and threats when the organization wants to expand in the external environment (628: 2020) Kalam, and the dynamic environment is a key to developing an effective strategic positioning system and addressing brand status as a marketing issue and not as an economic task or Social and contribute to its solution in order to improve the quality of life for all its members, which makes a difference in its integration and strategic readiness.

### **Added Value**

The concept of value has become increasingly common in management in general and in strategic management and marketing in particular. Among the most important (porter) theories that revolve around value chains and have different meanings and uses, there is a fundamental difference between value in the singular form, expressing the value of something, and value in plural forms, which is linked to personal belief. And social behavior then simulates the value of work in classical economic theory, and value did not have a central role as a theoretical concept in modern economic theory, but it got a great renaissance (Jensen, 2012: 59). Hence the need to present views on the concept of added value to increase the performance of industrial companies and explore comprehensive views on added value through the

integration of market-based views with a focus on targeted outputs and an internal vision based on resources with a focus on external inputs, as it is a relative concept that refers to Change over time Despite the scarcity of definitions of added value, researchers have cited some definitions, and as in

**Table (2) it explains the concepts of added value according to the opinions of some researchers and writers.**

S	The name of the Researcher or author	Concept
1-	Leslie at el, 2000 : 5	Value for money or value in terms of intangible values and consumer satisfaction
2-	Brege,2010: 1	Transforming the bulk of the product/commodity into a more differentiated product, including additional manufacturing processes
3-	Jensen,2012:59	It is the value of the product reduced by the amount of resources used during the process in order to reduce costs and increase efficiency
4-	Coenen at el , 2013 : 340	To compare between the benefits (what you get) and the sacrifices (what you make) in the exchange market, that is, the benefits received in exchange for the sacrifices made.
5-	Kahkonen Anni-kaisa and lintukangas ,2016: 980	A mental phenomenon arising from the stimulation of the interdependence of technical, personal, organizational and market elements from the resources provided by buyers and suppliers
6-	Akgun at el,2018:105	Transforming technological capabilities from unique resources into financial resources in the market, which is the difference between the market value of the company and the capital provided by investors over a period of time
7-	Basana at el, 2019: 2	It is the difference between the price of a product or service and the cost of producing it, and the price that customers are willing to pay based on perceived value
8-	Schmilt at el , 2019 : 7	It is a more modern performance measure that takes into account the full financing burden of a company through debt and equity

**Source: Prepared by the two researchers in the light of the sources contained therein**

In light of this, we can develop a concept of added value as a proactive process and a strong element and one of the rare features of competitive advantage, and aims to satisfy customers and provide products and services that surpass its competitors in order to achieve strategic integration in order for the organization to benefit from it and maintain the sustainability and closer relations with customers.

**The importance of added value:**

Globalization has forced industrial companies, especially, to maintain a more dynamic level than ever before, and these companies, large and small alike, have to deal with intense international competition, environmental concerns, unexpected markets, and rapid shifts in economic, social and cultural processes and demographics. In addition to consumer preferences, all this is followed by unexpected technological developments. Producers must manufacture appropriate products that meet the requirements of their current and potential

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customers (Muratovski, Gjoko, 2019:1). Hence the importance of the added value. My agencies: -

**A-** The development of informatics made the world take decisions to increase business and achieve the goals of organizations, and that creating and maximizing value for shareholders has become the new and exemplary thing, as it is an important engine for the economy and for evaluating performance based on commercial activity (Akgun at el, 2018:105).

**B-** The added value includes digital talents so that the tacit and contextual knowledge is shared and in this way leads to an increase in the added value. (Schmitt at el, 2019: 7)

**C-** Organizations bear responsibility for their actions and, being part of society, focus on creating added value for their products and for their shareholders (Hamidi, 2019:1).

**D-** It tries to focus on the operations that enable it to provide superior service to customers, and it has moved from being a means of distinction on the basis of choice, which is a guarantee of competitive advantage.

**E-** Many organizations in the global market start competing to create value for shareholders and may fail to create sufficient wealth that will not be able to survive for a long time and will be acquired or liquidated by companies, in other words, the value of the company is determined by its ability to achieve added value (Basana at el, 2019 : 2).

### **Value Added Strategies:**

The industrial sector is of great economic, social and environmental importance. The industry is exposed to great and increasing pressures from developed economies due to scarcity of resources and low costs of raw materials in developing countries. Because of the development of manufacturing processes and sustainability, value added has become an integrated system that includes the cycle of production and distribution of goods and services. And the application of a customer-driven innovation system instead of competing on the basis of costs, and the Internet may increase the possibility of non-intermediation in global supply chains while at the same time providing opportunities for intermediaries to generate added value and relied on three strategies as indicated by (Waltes, 2000: 59) these strategies focus on Three main directions are:

**1-Availability of information.** The Internet facilitated access to information and provided an investment in technology and thus the generation of added value. One of the ways in which value can be added to information in organizational contexts is the development of information systems and thus enhance support for strategic decisions (Nabaiv and Hamid R, 2015: 58).

**2-Relational exchange.** Helps communicate with customers, opens opportunities and channels, motivates customers to practice marketing, and allows the generation of added value through relational exchange.

**3-Shared learning.** It provides support to the workforce in employing tacit and contextual skills and knowledge, and in this way leads to an increase in added value.

### **Dimensions of added value:**



A number of authors looked at the dimensions of added value, and it is clear that added value is multi-dimensional and extends beyond financial considerations. With the nature and scope of the current research, (Coenen and Alexander and Herman , 2013: 343 ) which is (the added value of users, the added value of society, the added value of the environment, the added value of relationships), we will discuss it in detail as follows:

A- **Added value for users** (employees). The financial value cannot be ignored, but the value of the user is determined in the end according to the financial value, and thus reaching long-term success in providing the product or service, and the value of the users is determined as a result or goal of the work and it was achieved through the service, and from here we conclude that the user value is closely and effectively linked In financial management, as for the financial value, it represents the strong relationship with efficiency. The user value perspective is superior to the financial value perspective. The value of users appears with the presence of social characteristics in exchange for performance, which enhances the health, well-being and satisfaction of employees and encourages teamwork in order to achieve competitive capabilities and improve the effectiveness of Productive operations and increasing profitability (Coenen at el, 2013: 343) . Therefore, the creation of added value is the result of human activity and is the only source of new added value (Lassen at el, 2017: 8)

B- **Value Added to Society:** Environmental behavior and social psychology are social phenomena concerned primarily with the impact of the environment on behavior rather than dealing with the social and organizational perspective. Society According to the developments of new work methods, the creation of social value for employees enables them to achieve a balance between work and life, contributes to establishing links between people, creating and enhancing opportunities for social interaction, enhancing social identity, encouraging community integration, and contributing to raising morale. Examples of measures of social value (sense of community, feeling location, positive behavior, organizational pride) as indicated. ( Coenen at el , 2013 : 345).

C- **the added value of the environment.** Since the Brundtland Commission of the United Nations in 1987 identified the need for sustainable development, organizations have been including sustainability as part of their social responsibility and creating shared value, replacing corporate social responsibility, which often focuses on reputation and considers the value of social responsibility as an integral part of competitiveness. And the competitive position that takes advantage of the unique resources and expertise of the organization to create economic value through a linear perspective. With regard to resource consumption, adaptability and flexibility, and examples of environmental indicators (reducing polluting emissions, the percentage of waste and recycled, and the ability to generate a clean environment), (346 (Coenen at el, 2013): Environmental systems work to create added value because they do not work isolated from the business environment and emphasizing it radically and taking a more realistic form (Kahkanen at el , 2016: 981).

D- the added value of relationships. Although value issues are popular recently in research, they usually focus on the added financial value achieved by the core business, and thus ignore the relational dimensions of the value that the customer develops. It is exchanged in addition to the technical and economic advantages, it is a cognitive dimension that can be described as a commitment to trust to obtain high quality and a social experience such as

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friendship and brotherhood between suppliers and the value of the relationship is a variety of dimensions and definitions that distinguish between organizational benefits and personal interaction, which means that there is added value in The same relationship, taking into account the harmonization between the basic business, financial management, organizations and the customer alike (Coenen et al,2013:346).

## **Scientific Methodology**

### **Research problem**

The main purpose of strategic positioning is to give customers a real advantage, and it is a process that takes place in two ways to identify competitors and unique advantages, as it represents a means to challenge competitive forces and a tool to improve strategic performance. Organizations may try to develop their strategy to play a vital role in economic development. Producers have witnessed increasing pressures to communicate with organizations and customers, whether directly or indirectly, to implement the strategic objectives effectively. The idea of strategic positioning and its results is an embodiment of the organization's culture and clear strategies. The research problem lies in the weak reliance on strategic positioning after which it is the main and essential engine in enhancing the added value. And its contribution to customer retention and its role in reducing the pressures faced by organizations, including changes in the business environment or differences in technological capabilities, how to create a mental image among customers and take advantage of available opportunities and resources. The problem can be expressed by the following questions:

- 1- To what extent is there, a strategic culture that believes in strategic positioning that leads to customer retention?
- 2- What is the nature and type of strategic positioning that helps achieve market superiority?
- 3- Does the strategic positioning include high levels of communication with customers to enhance the added value?
- 4- How clear is the strategic positioning as an important element for the sample members, and does it achieve high levels of interaction and excellence in added value?
- 5- To what extent does strategic positioning contribute to changing the rules of the competitive game to identify strong competitors and implement strategic goals?
- 6- What is the link and effect of strategic positioning in enhancing the added value in the company under study?.

### **The Objectives Of The Research : -**

- A- Shedding light on the strategic positioning to take advantage of the correct understanding of the way in which organizations compete to achieve market superiority.
- B- What does strategic positioning mean and why do organizations turn to it?
- C- Identifying the most prominent strategies adopted by the company under discussion to enhance added value and ensure a balance between capabilities and available resources.
- D- Diagnosing positioning strategies and their role in determining the organization's position in a way that enhances the positive image in the minds of customers.

E- Analyzing the strategic issues that make the company adhere to the strategic positioning process as a frame of reference to enhance its added value.

### **The Importance Of The Research:**

1- The importance of research is evident in the study of two main variables in the field of strategic management in diagnosing and studying the reality of industrial companies and their vital role in the national economy.

2- This study was based on the role that organizations should pursue in light of the dynamic change in the mood, behavior and attitudes of customers.

3- This current research contributes to identifying the ability of organizations to change the rules of the competitive game and to search for new strategic sites to ensure sustainable competitive advantage.

4- Investing strategic capabilities and capabilities in order to win the minds, hearts and souls of customers to maintain the organization's position and perpetuate its strategic value.

**Research Hypotheses:** The current research is based on two main hypotheses.

A- The first main hypothesis (there is no statistically significant correlation between the strategic positioning and its dimensions and value-added dimensions)

B- The second main hypothesis (there is no statistically significant effect between strategic positioning and added value), from which the following hypotheses emerge:

C- Is there any effect of strategic positioning on the added value of users?

D- Is there any effect of strategic positioning on the added value of society?

E- Is there any effect of strategic positioning on the added value of the environment?

F- - There is no effect of strategic positioning on the added value of relationships.

### **Community And The Research Sample**

The General Company for the manufacture of soft drinks was selected as a community for the study, and the Pepsi manufacturers Coco-Cola and Pepsi-Cola were selected. The research sample included (62) employees in higher administrations and managers of departments, divisions and administrative units in the company under study.

### **(Practical Side) Describing The Research Variables.**

The first axis: first. Description of strategic positioning variables.

This paragraph includes a description of the nature of the strategic positioning variable and its dimensions that contributed to the construction of the research scheme and its hypotheses using a set of statistical tools. (0.80), with a high response level, which means that the respondents' answers have a high interest in strategic positioning for the purpose of proper understanding of customers' requirements and the development of a strategy that focuses on investing opportunities and enhancing the value of the company. What supports the aforementioned result is the description and diagnosis of the sub-dimensions of the strategic positioning variable, and they are arranged according to relative importance, as follows (competitor orientation, marketing ability, innovation orientation, dynamic environment, and finally user orientation), as it is noted from Table (3) that:

1. The dimension (competitor orientation) achieved the highest arithmetic mean of (4.303) and a standard deviation of (0.515) and came with a relative importance of (0.86%) and came in the first place. This means that the research sample is interested in the need to overcome its strong competitors who work in its competitive field and work to penetrate competitors' markets.
2. The dimension (marketing ability) scored on the arithmetic mean (4.203) and got a standard deviation (0.461), with a relative importance of (0.84%) and came in the second rank, which means the importance of the brand and focus on gaining a larger market share by improving the empowerment of its customers.
3. The dimension (orientation towards innovation) achieved an arithmetic mean of (4.203) and a standard deviation of (0.424) and obtained a relative importance of (0.80%) and came in the third rank, and this indicates a high interest in finding innovative ways and methods and encouraging and supporting people with innovations And creations.
4. The dimension (dynamic environment) achieved an arithmetic mean of (3.825) and a standard deviation of (0.594) and obtained a relative importance of (0.76%) and ranked fourth. This means that the research sample is interested in the complex environment to enhance its competitive value.
5. The dimension (user orientation) achieved an arithmetic mean of (3.654) and a standard deviation of (3.654), while its relative importance was (0.76%) and it got the fifth rank. This indicates taking into account the tastes of its customers and achieving high quality in designing its prod.

Table (3) shows the arithmetic means, standard deviations, relative importance, and relative order of strategic positioning

<b>the scale DIMENTION</b>	<b>Arithmetic mean</b>	<b>standard deviation</b>	<b>Relative importance</b>	<b>relative arrangement</b>
<b>user orientation</b>	<b>3.654</b>	<b>0.4393</b>	<b>0.73%</b>	<b>Five</b>
<b>Orientation of the competitor</b>	<b>4.303</b>	<b>0.5156</b>	<b>0.86%</b>	<b>Fist</b>
<b>Orientation towards innovation</b>	<b>4.022</b>	<b>0.424</b>	<b>0.80%</b>	<b>Three</b>
<b>Marketing ability</b>	<b>4.203</b>	<b>0.461</b>	<b>0.84%</b>	<b>Second</b>
<b>dynamic environment</b>	<b>3.825</b>	<b>0.594</b>	<b>0.76%</b>	<b>Four</b>
<b>Total strategic positioning</b>	<b>4.008</b>	<b>0.361</b>	<b>0.80%</b>	<b>=</b>

. Source: prepared by the researchers in the light of the results of the electronic calculator

### **Description and diagnosis of added value variables.**

This paragraph explains the description of the value-added variable and its dimensions that contributed to building the research scheme and its hypotheses using a set of statistical tools. The results of Table (4) show the descriptive statistics of value-added, and it obtained an arithmetic mean (3.856) and a standard deviation of (0.296) and a relative importance that was

(0.77). %), which indicates the high level of interest given by the members of the research sample to enhancing the added value of the company under discussion, after which there is a strategic framework that the company seeks and that the value is not what the product makes, but rather what the customer adds and the search for a unique position that is difficult for its competitors to reach, and that what supports that Dimensions that came according to their importance (the added value of the environment, the added value of relationships, the added value of society, and the added value of users) and it is noted from table (4) the following:

**1- The dimension (the value added to the environment)** got an arithmetic mean of (4.0419) and a standard deviation of (0.4466) and achieved a relative importance that was (0.80%) and came in the first place, which means the interest of the research sample in preserving the sustainable environment and avoiding environmental damage and risks in adopting it.

**2- The dimension (the added value of relationships)** scored an arithmetic mean of (3.7044) and got a standard deviation of (0.3152) and came with a relative importance of (0.74%) and got the second rank, which indicates its interest in building the best relationships with its existing customers and searching for new customers.

**3- The dimension (value added to society)** achieved an arithmetic mean of (3.6677) and a standard deviation of (0.528) and obtained a relative importance of (0.73%) and came in third place, indicating the provision of high-quality products to maintain its reputation in the community and the sector in which it operates.

**4- Finally, the dimension (the added value of users)** came with an arithmetic mean of (3.509) and a standard deviation of (0.3994) and came with a relative importance of (0.70%) and got the fourth rank, which indicates its endeavor to understand and satisfy its customers and use multiple distribution channels and branches to achieve ease Access to its current and potential users.

**Table (4) shows the arithmetic mean, standard deviations, relative importance, and relative order of added**

<b>The scale</b>	<b>Arithmetic mean</b>	<b>standard deviation</b>	<b>relative importance</b>	<b>relative ranking</b>
<b>Demotion</b>				
Added value for users	3.509	0.3994	%0.70	<b>fourth</b>
Added value to society	3.667	0.5284	%0.73	<b>Third</b>
Added value to the environment	4.041	0.4466	%0.80	<b>first</b>
Adding value to relationships	3.704	0.3152	%0.74	<b>second</b>
total added value	3.856	0.2968	%0.77	<b>=</b>

**Source: prepared by the two researchers in the light of the results of the electronic calculator.**

### **Testing Hypotheses.**

#### **First: Testing the main correlation hypotheses.**

This paragraph includes testing the hypothesis of the correlation between the research variables (strategic positioning and the added value in its dimensions), which states that there

is no correlation between the strategic positioning and the added value in its dimensions. The Pearson correlation coefficient was adopted, and the sample size was (62). There is a correlation between the strategic positioning and the added value in general, and the value of the correlation coefficient reached (0.74), which is a good value indicating the existence of a significant and positive relationship at a significant level (1%). This is supported by the calculated (t) value, which is greater than the tabular value of (2.631). As well as the significant and positive correlations between strategic positioning and value-added dimensions if they reached (0.41, 0.53, 0.69, 0.72), respectively, which means that the added value of society has achieved the highest correlation coefficient, and this indicates that the company under discussion has given great attention to society and the development of New standards for the investment of social capital and the consolidation of social relations with the surrounding environment, and that the added value of the user is the least among the dimensions and at a significant level of 1% and this is supported by the value of (t) calculated for the dimensions of value added which amounted to (0.530, 0.4189, 0.355.4.679) respectively This indicates that the hypothesis has been proven correct and accepted, as shown in Table (5).

**Table (5) Matrix of correlation coefficients between strategic positioning and value-added dimensions.**

N=62

Dimensions		Add. V . Uses	Add . V Society	Add. V. Environm ent	Add. V. Relations hip	Add. Value
Strategic positioning	Pearson Correlation	0.41**	**0.72	0.69**	0.53 **	0.74**
	Sig.(2-tailed)	.000	.000	.000	.000	.000
	T. test	4.679	4.530	4.189	3.550	4.847

Source: prepared by the two researchers in the light of the results of the electronic calculate. Correlation \*\*(%1)

**Second: Impact Hypotheses:** This paragraph aims to test influence hypotheses to determine the possibility of accepting or rejecting them according to the research scheme.

1. Testing the second main hypothesis, which states (there is no significant and statistical effect relationship between strategic positioning and added value). Table (6) shows the existence of a significant effect relationship between strategic positioning. And the added value, as the value of the determination coefficient was (0.49), which is a significant value at the level of (1%). As for the remaining percentage, it is due to other variables that are not included in the model, and this means that the company under study relied on a proactive approach and continued to change its strategic position in a way that is difficult for strong competitors to imitate and adopt as a powerful tool to achieve a balance between capabilities and resources and work to penetrate the markets to gain more New customers, which means that the hypothesis has been confirmed and accepted.

**Table (6) Factors of influence of strategic positioning in added value**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.741 <sup>a</sup>	0.492	.481	5.36957	.492	24.800	1	60	.000

a. Predictors: (Constant), X

b. Dependent Variable: W

**A. Testing the first sub-hypothesis**, which states (there is no significant and statistically significant effect relationship between positioning and the added value of users). Table (7) shows that there is an effect relationship between the strategic positioning and the dimension (the added value of users), as the value of the determination coefficient was (0.492), which is a significant and positive value, while the remaining percentage (0.508) is due to other variables not included in the model, and this is supported by the value of (f) calculated and amounting to (24.801), which is greater than the tabular, which indicates the interest of the research sample in the current users and the need to search for new users to increase the market share of the company and enhance its financial and competitive position. This means that the hypothesis is proven and accepted.

**Table (7) Factors affecting the strategic positioning in the added value of users**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.612 <sup>a</sup>	.445	.029	1.96820	.045	2.821	1	60	.098

a. Predictors: (Constant), X

b. Dependent Variable: w1

**B. Dependent Variable: w1 Testing the second sub-hypothesis**, which states (there no statistically significant effect relationship between strategic positioning and the added value of society). The results of Table (8) indicate that there is a significant effect relationship if the value of the determination coefficient reached (0.36), which is a significant and positive value at a significant level (1%), while the remaining percentage (0.64) is due to other variables not included in the model. This is supported by the value of (f) and amounting to (20.52), which is greater than the tabular one, which indicates the keenness of the company under study to have good relations with the external community to achieve its objectives, which means that the hypothesis is confirmed and accepted.

**Table (8) Coefficients of influence of strategic positioning on the added value of society**

Model	R				Change Statistics
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	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
1	.505 <sup>a</sup>	.365	.242	2.29977	.255	20.524	1	60	.000

a. Predictors: (Constant), X20.52

b. Dependent Variable: W2

**A.** Testing the third sub-hypothesis, which states (there is no significant and statistical effect relationship between the strategic positioning and the added value of the environment). Significant and positive at a significant level (1%), while the remaining percentage (0.66) is due to other variables that are not included in the current model. This is supported by the calculated (f) value, which is greater than the tabular one, which indicates the interest of the research sample in taking into account environmental sustainability and working to avoid emissions and environmental damage and assume its social responsibility.

**Model Summary Table (9) Coefficients of strategic positioning in the added value of the environment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.612 <sup>a</sup>	.345	.029	1.96820	.045	2.821	1	60	.098

a. Predictors: (Constant), X

b. Dependent Variable: w1

**B.** Testing the fourth sub-hypothesis, which states (there is no effect relationship between strategic positioning and the added value of relationships). The results of table (10) show that there is a significant and positive effect relationship, as the coefficient of determination reached (0.27) at a significant level (1%), which is a significant and positive value. The remaining index (0.73) is due to other variables not included in the current model. This is supported by the value of (f) calculated, which amounted to (12.60), which is greater than the tabular one, which means that the company under discussion is interested in consolidating relations with customers and creating a positive impression to enhance the mental image of the company.

**Table (10) Impact coefficients of strategic positioning in the added value of relationship**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.417 <sup>a</sup>	.274	.160	2.13266	.174	12.602	1	60	.001

a. Predictors: (Constant), X

a. Dependent Variable: w4

**Conclusions And Recommendations**

**First: Conclusions:**



1. The results of the statistical analysis showed that the company is trying to satisfy and gain customers and is working to create a unique perception in the minds of its consumers in order to enhance the added value and achieve a sustainable competitive advantage through its strategic positioning to achieve a balance between capabilities and available resources.
2. The results of the analysis revealed that consumers are different, Some may go to search for quality, others go to the brand, and some buy randomly without thinking about the nature and type of the product and its brand, and this is what the company does not want.
3. The results of the analysis reflect that consumers are more inclined to adhere to the brand, as in the company under study, where the customer prefers this brand for a long time.
4. The company possesses a proactive mentality to avoid strong competitors in the market. It has made great efforts in re-positioning itself strategically and paying attention to distribution channels that make the customer happy.
5. The most influential dimensions of strategic positioning in enhancing the added value, and the main driver for it is the orientation towards the competitor, which made the company think of protecting itself from competitive pressures and heading towards innovation.
6. The company has a strong financial position that contributed to improving its value by relying on green supply chain operations and procedures and building trust in its relationships with its customers.
7. The strategic positioning embodies the organizational culture, which is part of the company's culture and the tendency to increase its marketing capabilities to win new customers, and to emphasize attention to the human aspect and social interaction with employees.

### **Second: Recommendations.**

1. The need to take advantage of the company's commercial reputation in the market to gain more potential customers, move towards strong competitors, and build strategic partnerships and alliances.
2. Working to enhance the requirements of total quality, as it represents a global strategic choice, and to maintain its brand because it is trusted by customers.
3. The need for the company to rely on the green supply chain to preserve the environment from damage and to adopt a proactive marketing mentality that takes into account technological development in reducing gas emissions and reducing environmental pollution in order to achieve added value to the environment.
4. Emphasis on transferring the consumer's focus from thinking about the value of the product to thinking about what the consumer needs, with the need to pay attention to the distribution channels for its products and from its centers close to the markets and to assume its social responsibilities.
5. The necessity of paying attention and directing towards the user, meeting their needs and desires, and choosing the appropriate design that is easy to use and comfortable to obtain, taking into account the employees' sense of job security and raising the level of emotional and social value for them.
6. The company's investment of its brand in achieving diversity in production to enhance its position and competitive position and benefit from the energies available to it in developing

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new products and standards to understand the market and encourage innovation to bypass the traditional mentality and meet the interests of shareholders.

7. The company must understand the rules of the competitive game in its strategic repositioning to meet its ambitions and adopt non-hostile strategies while ensuring hedging against competitors to continuously enhance added value and adapt to the requirements of sustainable development.

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