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-RESEARCH ARTICLE-

THE IMPACT OF MARKETING QUALITY ON STRATEGIC SUCCESS: AN EXPLORATORY STUDY

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—Abstract—

The study aims at investigating the effect of marketing quality management on strategic success through checking the impact of the principles of marketing quality management in achieving strategic success in Al- Kawthar Soft Drinks Factory in Kirkuk

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Governorate at Iraq. The marketing quality management represented by its principles (continuous improvement, focusing on the customer, attribution of senior management, participation of employees, decision-making based on facts, education and training) affects the strategic success of Al- Kawthar Soft Drinks Factory in Kirkuk Governorate. Quantitative approach is applied, questionnaire is used for data collection, the sample size is 42 directors and supervisors of production lines. The results illustrate that the marketing quality management is an important requirement for any organization, as it gives a competitive advantage, and if organizations want to distinguish themselves from competitors, they must fully carry out the basic requirements on which they are based, without prejudice to any requirement.

INTRODUCTION

The business environment today faces many challenges that impose themselves on organizations, and restrict their work and activities, which force them to search for methods and adopt work methods. It guarantees them not only survival and continuity, but growth, development, and keeping pace with environmental changes and challenges. It is a strong competition, which it faces in the market, obliges it to improve, and to make a distinct change for the better in the quality of its products, operations, and activities, as quality in general, and marketing in particular, is a tool that enables it to achieve this distinction, which makes it unique in a highly competitive market. And an approach adopted by organizations in developing their capabilities, and consequently their strategic success represented in maintaining their market share, increasing their sales, and raising their level of profits by providing products that fascinate and delight the customer.

Problems and research questions

Al-Kawthar Factory for Soft Drinks suffers of highly competitive pressures in the Iraqi market, as the factory seeks to provide a group of products that are included in the Iraqi table. In Iraq after the year (2003), despite the products offered by the factory that left a mark and imprint, these products did not immunize it from criticism about the quality of its products, its marketing performance, and its marketing share compared to the local and foreign competing private companies that invaded the Iraqi market and became famous .Its most merits and accordingly this research came to know the extent of the impact of the application of marketing quality management as a method, and a work approach, in achieving strategic success, and based on this, the research problem can be formulated in the following main question:

To what extent is the leadership of the organization in question aware of the management of marketing quality? and does the application of its principles affect the possibility of achieving the strategic success of the organization?

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Research Objectives

1. To highlight the importance of applying marketing quality management in all business organizations, and in the laboratory under study.
2. Directing the management of the laboratory under study on the importance of applying marketing quality management, its principles, and the extent of its effects on the laboratory, specifically in achieving its strategic success.
3. Presenting a set of recommendations that we hope will be useful to the researched Laboratory

Motivation of the research

1. Helping the research laboratory to adopt the philosophy of marketing quality management and apply it in its marketing activities and operations.
2. Marketing quality management enables the factory and its employees to provide the best performance for marketing operations and activities, which build and develop stable, lasting, and solid positive relationships with the customer.
3. Enabling the studied laboratory to achieve its strategic success, which enables it to compete with the corresponding laboratories, and to maintain its position and share in the Iraqi market.

LITERATURE REVIEW

Marketing quality management

Marketing quality management, concept and importance

Markets have witnessed major changes in customer-oriented concepts, as they began to pay attention to type, focus on quality, and sought to develop technologies and curricula for implementing marketing quality management strategies, which will certainly be through the participation of all employees in the organization starting from the top management to the lowest workers within the levels its various administrative. Marketing and total quality management represents a cooperative method that depends on the implementation of work and the completion of tasks, based on the participation of all employees in the permanent and continuous improvement of the organization's marketing performance. Marketing quality management was defined as “a work philosophy that links total quality and combines it with marketing within a customer-focused marketing philosophy, and employs all the capabilities and capabilities of the organization that enable it to provide the best for this customer” (Dabholkar, 2014). Philosophy and work approach adopted by the organization to meet the requirements of the customer that he expects from the organization that recruits its human and material resources to confirm these expectations and strengthen relationships by providing the

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best product that can be available to him in the market (Hossain et al., 2017) (also known as "An integrated management perspective that gives a high value to the customer, and links it to long-term relationships with the organization" (Sanclemente-Téllez, 2017). To apply the concept of marketing quality management, its importance in organizations, which is certainly reflected positively in the entire marketing process through the benefits that organizations derive, which can be summarized as follows: (Lindsey Hall et al., 2016; Parga-Dans & González, 2017).

1. Controlling, evaluating, reviewing, developing and updating administrative programs and curricula in general and marketing curricula in particular, through the creation of a comprehensive system to control marketing quality in commercial organizations.
2. Providing the best product to the customer, in a way that guarantees his satisfaction and thus his loyalty in the short and long term.
3. Adopting organizational structures based on marketing quality as a basis in marketing operations and activities.
4. Satisfy with the real and actual need of the market served by the organization.
5. Enabling organizations and their employees to be distinguished and unique in the market.
6. Achieving the marketing objectives well and satisfactorily.
7. Renewing and developing marketing curricula in a way that ensures that the organization keeps pace with the changes and developments taking place in the business environment.
8. Evaluating the marketing performance of the organization, addressing all weaknesses, eliminating unproductive activities and operations, and building expressive measures of marketing performance that enable organizations not only to stand on their performance, but also to compare it with competing organizations, and to develop quick and effective solutions and treatments for any possible negatives, while addressing These causes to avoid their occurrence in the future.
9. Building a marketing culture in the organization, in which understanding, cooperation and sound relations prevail among all relevant parties inside and outside the organization.

Marketing quality management is a tool that gives the organization a competitive advantage that enables it to be unique among similar organizations in the business environment

The objectives of marketing quality management

The objectives of marketing quality management in organizations are limited to the following: (Hapsari et al., 2017; Marko Kukanja, 2017).

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1. Quality, perfection, and improvement are among the necessities of the modern era, and therefore an environment should be created that supports and maintains this mastery and development and works on continuous improvement in everything.
2. Develop the spirit of teamwork and involve all employees in the organization in the process of development, change and modernization.
3. Achieving a qualitative leap and tangible superiority in all marketing activities and operations, based on documentation, follow-up and development of tools for measuring the performance of operations that guarantee good achievement and achieve marketing goals.
4. Creating a quality culture that focuses strongly on marketing management.
5. Improving the performance of employees in the organization and motivating them to continuously communicate with each other at their different levels of management, tasks and duties.
6. Learning to make decisions, procedures, and measures based on facts that enhance marketing performance and reduce errors and deviations.
7. Streamline processes, procedures, and unnecessary and unimportant tasks in marketing, which if omitted do not affect the objective in terms of quality and value.
8. Diagnose work dilemmas that are expected to occur, identify their causes, and find effective solutions to improve confidence in the performance of workers for their work.

Principles of Marketing Quality Management in Business Organizations

The researchers agree that the principles of total quality management in general, and marketing ones in particular, focus on the following elements: (Bazazo et al., 2017; Vairaktarakis,1999; Mansoor et al 2025)

1- Continuous improvement: If organizations want to survive and face competition from organizations in the labor market, they must adopt continuous improvement and development, based on the principle that development and improvement never ends, no matter how efficient and effective the performance is, and that the level of quality, desires, and expectations of the beneficiaries are not fixed. Rather, it is changing. Therefore, quality should be evaluated and continuously improved, according to information collected and analyzed periodically (Ghareeb et al.,2026)

2- Focus on the customer: the success of the organization's business depends on the customer's expectations and its ability to reduce the gap between those expectations and its operational capabilities.

- Requirements that must be available in the product: they are not expressed by the customer, and their presence does not lead to an improvement in the level of satisfaction, while its absence affects the customer's dissatisfaction.

- The performance requirements and functions of the product: they are expressly expressed by the customer, and their availability affects his satisfaction.
- Attractive requirements for the product: the customer does not expect them, and their presence increases his feelings of satisfaction.

3- Employee participation: Employee participation is the key to improving quality and process, and there is one way to achieve employee participation using work teams, and work teams are small groups of people who have common goals and who define and implement these goals in order to achieve the desired success (Krajewski & Ritzman, 2005).

4- Supporting senior management: The philosophy of marketing quality derives its strength from the awareness and commitment of senior management to apply it in the various activities of the organization, and this application needs a capable and capable leadership to achieve interaction between management and subordinates, and to find ways of cooperation, coordination, and harmony between them, the leadership seeks to form teams Collaborative and loyal work and supports the implementation of quality in all parts of the organization and its operations (Mehmood et al, 2014)

5- Making decisions based on facts and facts: Decisions are based on facts and correct data, and not just speculation, suggestions, or expectations based on personal opinions, as correct decisions enable management to work more efficiently, and accordingly, channels must be provided that enable workers to: Communicating information to the decision maker, so that he can formulate decisions that advance the organization and its products (Al-Taweel & Al-Obaidi, 2010).

6- Learning and training: one of the principles of marketing quality, and one of the requirements for its application in business organizations, as the preparation and preparation of empowered workers, who are intellectually, psychologically, and physically prepared at all organizational levels, ensures their cooperation, commitment and persuasion with the philosophy of quality, and the added value of the organization when it is adopted as a work method Thus, the administration ensures their resistance to the change imposed by its application so that the work and activities of the organization comply with the principles of marketing quality management (Al-Taweel & Al-Kurani, 2006).

Strategic success

The concept of strategic success, and its importance

Strategic success is defined as “the organization’s efficiency in selecting knowledge inputs, to support continuous learning programs to enhance its ability to adapt to external developments, to achieve its strategic goals” (Al-Kubaisy & Rana Falah Hasan,

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2018), as it is defined as "the ability of organizations to formulate a clear and flexible strategy with Effective implementation of it, in light of the existence of a culture of motivation and creativity among employees to gain customer satisfaction and long-term aspirations, and it can be seen as "one of the main indicators that demonstrate the organization's ability to survive, and continue to work, from During the education programs that it undertakes, to adapt to the developments that are taking place in the surrounding environment, and then support the growth programs and projects that secure their survival and permanence" (Hussein, 2020).

The importance of strategic success comes from the results that it can achieve for business organizations, which can be summarized as follows: (Majeed & Sattar, 2019; Mbaka, 2014).

1. It gives the organization advantages that enables it to achieve success over its competitors in the long run.
2. Promotes and supports the organization in the market to achieve more successes.
3. Strategic success is a criterion that determines the extent to which the organization succeeds in its plans, actions, and decisions.
4. It enables the organization to set the mechanisms based on which it employs its resources to support its competitive advantage.
5. It provides the organization with guarantees that enable it to survive and be sustainable for as long as possible in a dynamic and changing environment.
6. Supports the organization's management in drawing up procedures, policies, and building the necessary programs to monitor, allocate and organize resources, according to clear and specific budgets to implement the strategies it seeks.

Dimensions of strategic success

To measure the success of organizations strategically, the dimensions that indicate this success should be available, and the model was adopted, which provided a set of dimensions that indicate the extent to which organizations can succeed in their work, and their tasks in the business environment, and these dimensions are as follows: (Hussein, 2020; Mohammed et al, 2026) .

1. The organization's ability to survive which is represented in the organization's ability to establish its roots in the environment, which operates within its borders by enhancing its market reputation, and strengthening its relationship with the parties related to its operations, to ensure adequate support is provided to it in times of crisis and then penetrating the difficulties for its permanence. operations, and to stay in business as long as possible.
2. Adaptation and response: which reflects the organization's ability to follow up on the successive developments that occur in the surrounding environment and then

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take the necessary measures to balance changes in the external and internal environment, to ensure taking advantage of the available opportunities and addressing threats in light of the information available to it.

3. Growth: Organizations seek to allocate the necessary resources to support each of their expansion and growth processes, as well as to ensure that their market share is maintained, and that it does not decline compared to competing organizations, and in a manner that enhances their ability to achieve the necessary profits, to support other investment projects that can be implemented in the future.
4. Continuing education: One of the features of contemporary organizations that focus on their knowledge, and the knowledge of their human resources with developments, their eagerness to learn, and constantly; Continuous education guarantees organizations guarantees of continuous improvement of their operations, non-obsolescence, and even keeping pace with all developments encountered at work, for prosperity and continuous development in changing their products and services provided to society for the better.

Research Hypotheses: The main research hypothesis revolves around the following:

"Marketing quality management represented by its principles (continuous improvement, customer focus, support to senior management, employee participation, decision-making based on facts and facts, education and training) affects the strategic success of Al Kawthar Soft Drinks Factory"

The hypothesis of the research:

Figure (1) shows in detail the impact of marketing quality management variables on achieving strategic success.



Figure 1: The hypothesis of the research

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RESEARCH METHOD

Population and Sample

To build the research theoretically, it was relied on what was available from scientific references related to its dimensions, and to reach its field results that explain its hypothesis, a questionnaire was formulated for this purpose and distributed to an intentional sample represented by the director, members of the laboratory's board of directors, officials of the main units, and supervisors of the production lines, numbering (42).) an individual, and the (Likert) quintuple scale was adopted from the phrase (strongly agree), which took the weight (5), and to the phrase (strongly disagree), which took the weight (1), and a hypothetical mean of (3). (42) questionnaires were distributed, fully recovered, and all were valid for statistical analysis.

A Description of a Community, and a Research Sample

Al Kawthar Factory for Soft Drinks in Kirkuk Governorate is one of the national laboratories that was established in Kirkuk Governorate after the year (2003). The factory specializes in the production of soft drinks of various types and sizes and markets its products in the Iraqi provinces through agencies granted to agents and distributors spread throughout the Iraqi provinces. The laboratory and its products. As for the research sample, an intentional sample represented by the director, members of the factory's board of directors, directors of the main departments, and supervisors of production lines was adopted, as they are responsible for making decisions related to the laboratory's work strategy, and defining its work policies, procedures, and controls that run its various activities and operations, and the intentional sample reached (42) An individual, a questionnaire was distributed to him, and it was fully retrieved and their answers were subjected to analysis and statistical interpretation.

Describe and Diagnose Research Variables

Describe the Variables of Marketing Quality Management

Table (1) shows the results of the statistical description (arithmetic mean, standard deviation, and order of importance according to the respondents' answers), for the requirements of the application of quality management, marketing quality management in Al Kawthar Soft Drinks Factory in Kirkuk Governorate, through the answers of the respondents.

Response of the respondents towards continuous improvement

The answers of the respondents according to the paragraphs of this indicator were high, as their opinions embodied the importance of this paragraph, and the extent of its impact

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on the survival and continuity of this laboratory, and its connection to survival, and the continuation of the growth that it undergoes as a result of the continuous improvements made by the surveyed laboratory in all its joints, as the respondents' opinions agreed with this The indicator was positive with a general arithmetic mean of (4.35), and a standard deviation of (0.74), which reflected the presence of acceptable homogeneity among the respondents and their intellectual orientations about this indicator. The results show that the most important factors that supported the positivity of this indicator are paragraph (1), which states that "The management of the laboratory keeps pace with everything that is modern in its field of work", as it came with an arithmetic mean of (4.44), with a standard deviation of (0.61)

Table 1: Description and Diagnosis of Marketing Quality Management Variables

No	Metrics	Weighted Arithmetic Mean	Standard Deviation	Order of Import
First: continuous improvement				
1	The laboratory management keeps pace with everything that is modern in its field of work.	4.44	0.61	1
2	The management of the laboratory encourages the use of electronic means of work to improve performance in it.	4.42	0.57	2
3	The laboratory provides the workers with the necessary quality instructions.	4.26	0.85	5
4	The plant management encourages, recognizes and rewards quality improvement efforts.	4.30	0.84	4
5	The laboratory management is constantly reviewing the work procedures in order to improve them.	4.36	0.87	3
General Average			4.35	0.74
Second, focus on customers				
6	The factory management provides the beneficiaries with products that exceed their expectations and aspirations.	3.24	1.49	5
7	The factory management has good relations with the beneficiaries of its products.	3.48	1.32	4
8	The factory administration provides the beneficiaries of its products with sufficient information about the components and quality of the products.	4.42	0.57	2
9	The factory management determines the level of quality according to the expectations of the beneficiaries of its products.	4.94	0.84	1
10	The management of the factory continuously meets the needs of the beneficiaries of its products.	4.30	0.58	3
General Average			4.07	0.96
Third: administrative leadership				
11	The laboratory management is fully convinced of the importance of the concept of marketing quality management.	4.14	0.88	1
12	The laboratory has a strategic plan for implementing marketing quality management.	4.10	0.78	2

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13	The laboratory management is working to keep abreast of changes and developments in the field of marketing quality management.	3.98	0.93	3
14	The factory management seeks to improve the knowledge of its employees to keep pace with its competitors in the local market.	3.86	0.96	4
15	The laboratory management provides the minimum requirements for the implementation of marketing quality management.	3.24	1.49	5
General Average			3.86	1.008
Fourth: full participation of employees				
16	The management of the laboratory works to create the spirit of teamwork as one team in various departments.	4.36	0.85	1
17	There is a representation of the work teams in the organizational structure in the laboratory.	3.76	1.12	5
18	The factory management encourages teamwork and teamwork.	4.22	0.81	2
19	Each team member is rewarded according to his contribution to achievement.	4.10	0.78	4
20	Set clear goals for work teams.	4.18	1.06	3
General Average			4.12	0.92
Fifth: Make decisions based on facts and facts				
21	The workers in the laboratory have the necessary information to provide the best product and the highest quality to the beneficiaries of the products of the laboratory.	4.10	0.78	5
22	The laboratory management makes its decisions based on comprehensive information.	4.30	0.58	3
23	Decision makers in laboratory management are highly skilled in making decisions.	4.26	0.85	4
24	The management of the laboratory depends in making its decisions on advanced and updated information.	4.36	0.85	2
25	The laboratory management bases its decisions on accurate information.	4.42	0.57	1
General Average			4.29	0.72
Sixth: Learning and Training				
26	The management of the laboratory provides the appropriate training programs for employees in order to develop their capabilities and practical capabilities.	3.24	1.49	5
27	The laboratory management seeks to provide programs and training courses by qualified trainers who are able to communicate theoretical and practical ideas to the trainees in the laboratory.	4.44	0.61	1
28	The management of the laboratory sets its training plan in light of the actual and future need for the skills required of its employees.	4.30	0.58	2
29	The laboratory trains its employees as a unified work team.	4.22	0.81	3
30	The lab trains its employees on the latest administrative and technical systems that suit his needs at work.	3.86	0.96	4
General Average			4.01	0.9

Source: Prepared by researchers based on calculator results.

The Response of the Individuals Surveyed Towards Focusing on Customers

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The general average of the paragraphs that measure this indicator was (4.07), with a general standard deviation of (0.96), which shows the importance that the factory attaches to the customer, and agrees with this indicator paragraph (9), which states: "The management of the factory determines the level of quality according to the expectations of the beneficiaries of its products. ", as this paragraph came with an arithmetic mean of (4.94), supported by a standard deviation of (0.84), and this is a positive percentage that shows the positive attitude of the respondents towards the importance of focusing on customers and all the paragraphs that reinforce this indicator.

The Response of the Respondents towards the Administrative Leadership

The general average of the paragraphs of this indicator was (3.86), with a standard deviation of (1.008), and paragraph (11) got the first rank within this indicator, as paragraph (11) came, which states: "The laboratory management is fully convinced of the importance of the concept of quality management Marketing" with the highest mean of (4.14), with a standard deviation of (0.88). The factor (15) came with the lowest arithmetic mean within this variable, as its general average was (3.24), which indicates the lack of agreement among the respondents about the extent of the interest of the researched laboratory in providing the minimum requirements for the implementation of marketing quality management in all facilities, activities, and operations lab.

The Response of the Surveyed Individuals Towards the Full Participation of the Workers

The results of the respondents' opinions about the paragraphs of this indicator indicate that there is high support for its importance within the requirements of implementing marketing quality management in organizations, specifically in the researched laboratory. This opinion is supported by the general average, which reached (4.12), with a standard deviation of (0.92), and paragraph (16) came Which states, "The management of the laboratory creates the spirit of teamwork as a single team in various departments" in the introduction to the standard paragraphs for this indicator, with the highest mean of (4.36), and standard deviation of (0.85), which indicates a positive general agreement on the importance of participation Complete and effective employees in achieving and applying marketing quality requirements in the researched laboratory.

The Response of the Surveyed Individuals Towards Making Decisions Based on Facts and Facts

The results of analyzing this indicator show the respondents' agreement about its paragraphs, and this agreement was supported by a general average of (4.29), supported by a standard deviation of (0.72). Paragraph (25), which states, "The laboratory management bases its decisions on accurate information" came with the highest

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arithmetic mean, which amounted to (4.42), and with a standard deviation of (0.57), which emphasizes the importance of making correct decisions based on facts, accurate and reliable facts. Because of the importance of these decisions and their role in achieving the desired goals of the organization in question.

The Response of the Respondents Towards Education and Training

The general average of the education and training indicator items for the organization in question was (4.01), with a standard deviation of (0.9), and paragraph (27) was obtained, which states: "The laboratory management seeks to provide training programs and courses by qualified trainers who are able to communicate ideas to trainees in the laboratory." On the first rank within the paragraphs of this indicator with an arithmetic mean of (4.44) and a standard deviation of (0.61), which shows the importance that the researched laboratory attaches to training and educating workers, as the lab seeks to organize training programs that contribute to developing the capabilities and skills of its workers, and thus empowering them From providing the best that contributes to improving the individual and overall performance of the researched laboratory, which is positively reflected in all its paragraphs, vocabulary, operations, and activities, in general.

Describe the Variables of Strategic Success

Table (2) shows the results of the statistical description (arithmetic mean, standard deviation, and order of importance according to the respondents' answers), for the strategic success variables in Al-Kawthar Soft Drinks Factory in Kirkuk Governorate, through the answers of the respondents.

The Response of the Respondents Towards Survival

The general average of the educational and training survival index items for the organization under study was (4.176), with a standard deviation of (0.932), and paragraph (2) which states, "The laboratory seeks to build a strong reputation that enhances its position among the competing laboratories in the market," ranked first. Within the paragraphs of this indicator with an arithmetic mean of (4.26) and a standard deviation of (0.91), which shows the importance of the reputation of the management of the laboratory under study, and the tireless pursuit of this administration to build a strong reputation that enables it to maintain its position among the competing laboratories in the Iraqi market.

The Response of the Surveyed Individuals Towards Adaptation and Response

The results of the analysis of this indicator indicate the positive agreement of the respondents towards its paragraphs, and this agreement was supported by a general

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average of (3.94), supported by a standard deviation of (0.91). Paragraph (10) which states, “The management of the plant seizes the opportunities available to it in the market and works to employ them to serve its goals and objectives,” came with the highest arithmetic mean, which amounted to (4.01), and with a standard deviation of (0.82), which the factory management was keen to employ The market generates opportunities in favor of its objectives.

The Response of the Researched Individuals Towards Growth

The general average of the paragraphs of this indicator was (3.73), with a standard deviation of (0.92), which confirms that the sample surveyed positively agrees with what was stated in it. Paragraph (15) got the first rank within this indicator, which states: “The management of the laboratory sets its future strategy. Based on its expansion capabilities, "with the highest arithmetic mean, which reached (3.98), with a standard deviation of (0.85)

Response of the Respondents Towards Continuing Education

The results of analyzing the respondents’ answers about this indicator show the positive agreement about its paragraphs, and this agreement was supported by a general average of (3.67). And with a standard deviation of (1.08). Paragraph (20) which states, “The management of the laboratory follows up all the developments and developments in its field of work” came with the highest arithmetic mean, which amounted to (3.81), and with a standard deviation of (0.78), which confirms the interest of the management of the laboratory in question to follow up on changes in the field of work The factory in terms of development and modernization, and trying to keep pace with this change by adopting the best developments in the work to provide the best products that enable the factory to compete with similar products in the local market.

Second, The Research Hypothesis Test

The data of Table (3) indicate that there is a significant effect of the application of marketing quality management as an independent variable in strategic success as a dependent variable, as the strength of the correlation (R) between the values of the standards for measuring marketing quality management, and strategic success (0.295), which is a statistically significant relationship This relationship confirms the calculated (F) value of (13.10), which was less than the significant value (0.05), which confirms the existence of a positive effect relationship.

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Table 2: Description and Diagnosis of the Variables of Strategic Success

No	Metrics	Weighted Arithmetic Mean	Standard Deviation	Order of Importance
	First: stay			
1	To build strong and sustainable relationships with all relevant parties, the laboratory management relies on dialogue and discussion as the basis for dealing with them.	4.13	0.65	4
2	The laboratory seeks to build a strong reputation that enhances its position among the competing laboratories in the market.	4.26	0.91	1
3	The name of the plant and its strong position give sufficient support to face the expected crises in the market.	4.05	1.13	5
4	The factory management monitors the movement of competitors and follows up on the development of their work in the market.	4.25	1.10	2
5	The customer is the master of the market, and all activities and operations are directed to achieve his needs and satisfy his desires.	4.19	0.87	3
	General Average		4.176	0.932
	Second, adapt and respond			
6	The factory management constantly updates its information on the changing and renewable needs and desires of customers.	3.99	0.89	3
7	The laboratory adapts to environmental variables that affect its activities and operations.	4.00	0.79	2
8	The lab constantly updates its database of competitors, customers, and the market.	3.89	0.90	4
9	The laboratory management compares its capabilities, resources, environmental variables, and challenges and adapts based on the outcomes of this comparison.	3.80	0.91	5
10	The factory management seizes the opportunities available to it in the market and works to employ them to serve its goals and objectives.	4.01	0.82	1
	General Average		3.94	0.86
	Third: growth			
11	The plant management allocates all the resources necessary to sustain its work and expand its operations and activities.	3.51	1.56	5
12	The factory management follows up the changes taking place in the customers' tastes with the aim of evaluating its operations and activities aimed at serving them.	3.66	1.20	4
13	The factory's management closely monitors the growth in competitors' market shares and sets plans to maintain its share and position in the market.	3.70	0.98	3

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14	The factory consolidates its position in the market by adopting distinct working mechanisms with the customer.	3.8	0.89	2
15	The plant management sets its future strategy based on its expansion capabilities.	3.98	0.85	1
General Average			3.73	0.92
Fourth: Continuing Education				
16	The management of the laboratory is keen to develop the capabilities of its human resources through training programs designed to raise the level of their efficiency and performance at work.	3.51	1.42	5
17	The laboratory adopts the latest technologies in its operations and activities to develop its products.	3.69	0.99	3
18	The laboratory management studies opportunities and experiences, both positive and negative, and considers them lessons that can be used to raise their level of knowledge and performance.	3.74	0.88	2
19	The factory management motivates the employees to be creative at work, and to innovate in its operations and activities.	3.60	1.35	4
20	Laboratory management follows up on all developments and developments in its field of work.	3.81	0.78	1
General Average			3.67	1.08

Source: Prepared by researchers based on calculator results. N=42

Table 3: Results of Testing the Impact of the Application of Marketing Quality Management on Strategic Success

Significance level T	T Calculated	β Total	β Regression Coefficient	Independent Variable (Marketing Quality Management)	Significance Level F	Calculated F	R^2 The coefficient of determination	R link	Dependent Variable
0.000	3.62	1.205	0.425	Continuous Improvement	0.000	13.10	0.087	0.295	strategic success
0.064	1.87		0.166	Focus on driving					
0.124	1.54		0.144	Administrative leadership					
0.433	0.78		0.065	Full participation of employees					
0.065	1.86		0.183	Decision making					
0.125	1.49		0.134	Continuous Education					

Level (0.05). N=42

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The value of (R2), which is (0.087), indicates that the changes in strategic success are caused by changes in the values of marketing quality management measures, with an amount of (0.087). The impact degree values (β) for the measures of marketing quality management represented by (continuous improvement, administrative leadership, full participation of employees, decision-making, continuing education) reached (0.065, 0.166, 0.144, 0.425, 0.183, 0.134) respectively, which means that The change in these measures changes in the same way the strategic success, and it is noted that the most influential measures in strategic success are (continuous improvement, focus on leadership, decision-making), as the calculated (T) value reached (3.62, 1.87, 1.86), respectively, The level of significance of (T) test for these scales was (0.000, 0.064, 0.065), respectively, and these values are statistically indicative of the presence of a positive effect at the significance level (0.05), so all values are less than the level of significance adopted to measure the positive impact of marketing quality management measures. in strategic success)

Based on the above results, which confirm the existence of positive effects of the specific measures of marketing quality management on marketing success, and accordingly, the research hypothesis is accepted, which states that "the management of marketing quality, represented by its principles (continuous improvement, customer focus, attribution of senior management, employee participation, decision-making), is accepted. Based on facts and facts, education and training) in achieving the strategic success of Al Kawthar Soft Drinks Factory.

IMPLICATIONS

The study offers valuable insights for Al-Kawthar Soft Drinks Factory and similar organizations: Strengthen the management of marketing quality: The factory should vigorously implement all principles of management of marketing quality. This will involve providing all resources required for improving quality, encouraging the development of a participative culture of employees, and making decisions based on correct data. Provide some training for employees. This could include training programs on quality management principles and best practices in marketing, which will further offer employees the necessary skills and knowledge to contribute effectively towards improvement efforts aimed at enhancing quality. Focus on customer satisfaction: Following up with customer feedback regularly and making use of such information in the enhancement of products and services will increase customer satisfaction and loyalty. Benchmarking: Comparing performance to industry leaders may underline areas for improvement and provide a drive to adopt successful marketing quality management practices.

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CONCLUSION

This research paper attempts to study the impact of marketing quality management on the strategic success of Al-Kawthar Soft Drinks Factory in Kirkuk Governorate, Iraq. The study highlights the importance of applying marketing quality management principles such as continuous improvement, customer focus, employee participation, and data-driven decision-making to achieve strategic success.The findings indicate that Al-Kawthar Soft Drinks Factory will benefit from a more comprehensive implementation of marketing quality management practices. Though the factory proved some commitment to these principles, areas for improvement exist, particularly in provisions for minimum requirements in the implementation of quality management and provisions for employee participation in decision-making.

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