



THE ROLE OF QUALITY ASSURANCE STANDARDS IN PRODUCT MARKETING: A PILOT STUDY OF THE OPINIONS OF MANAGERS AND EMPLOYEES AT KARWANCHI SOFT DRINKS AND JUICES COMPANY IN KIRKUK

Salahaddin Shibil Jasim Aljubory¹

Walaa hazem seltun²

1, College of Basic Education/ Shirqat, University of Tikrit.

2, Technical Management Institute / Nineveh

E1: salahaddin.s@tu.edu.iq E2: wallahs@ntu.edu.iq

O1: <https://orcid.org/0009-0007-8101-6010> O2: <https://orcid.org/0009-0008-2492-2495>

Article history:

Received: 20th May 2025

Accepted: 14th June 2025

Abstract:

The current study aims to identify the influence relationships between Quality Assurance Standards (QAS) and product marketing in Karwanchi Soft Drinks and Juices Company in Kirkuk. To achieve this, the research variables were defined, and hypotheses were formulated. The researcher used a questionnaire as the primary data collection tool, supplemented by various statistical methods to test the hypotheses.

The importance of the study stems from the relationship between two key aspects: first, the standards of quality assurance, and second, product marketing for the surveyed company. The study seeks to develop a clear understanding among the company's management and employees of the concept of QAS and how they relate to product marketing.

The main hypothesis tested was that there is no statistically significant effect between QAS and product marketing, with several sub-hypotheses derived from it. The hypotheses were tested within the study population consisting of employees at Karwanchi Company, which included 44 respondents representing the general manager, deputy general manager, department managers, section managers, and their assistants, based on the questionnaire as the main data collection method. The practical aspect was analyzed using Smart PLS to reach results and draw conclusions, the most prominent of which are:

1. Product marketing requires efficient strategic plans prepared by the company's management to ensure its success in maintaining continuity and achieving the company's objectives.
2. The responses of the respondents indicate the management's interest in QAS, which have positive implications for product marketing. There is a significant and positive effect relationship between the standards of quality assurance (overall dimensions) and product marketing. This suggests that decisive decision-making in product marketing within the company is linked to management directives and their concern with QAS.

Keywords: Quality assurance standards, product marketing, continuous improvement, quality control, modern trends in product marketing.

INTRODUCTION:

The concept of Quality Assurance Standards (QAS) is considered one of the fundamental and relatively modern concepts that must be considered in markets characterized by competition both locally and internationally. In light of continuous technological advancements coupled with increasing and diverse customer requirements, organizational management faces a single option: to intensify efforts toward ensuring the quality of the products and services offered. Regarding quality, these managements are

compelled to control all variables affecting the quality of resources—human, material, financial, and informational—based on scientific foundations aimed at building quality into the product rather than merely inspecting it. Working within the framework of quality, everyone is responsible, following the principle of "Do It Right the First Time," which in turn contributes to product marketing and customer loyalty.

This research comes as an attempt to measure the impact of QAS—represented by (ISO 9001, Total Quality Management (TQM), Quality Control (QC), Quality



Assurance (QA), Continuous Improvement (CI), Industry Standards, Environmental Standards)—on product marketing. The latter includes modern marketing trends such as (Digital Marketing (DM), Sustainable Marketing (SM), Influencer Marketing (IM), Personalized Marketing (PM), Content Marketing (CoM)). The topic holds great significance due to its core influence on defining the overall direction of the company's activities.

The subject of quality assurance and its standards has garnered increased attention from many writers and companies alike, especially in light of organizational directives aimed at improving efficiency and effectiveness in all its forms. In an environment moving toward globalization and opening local markets to foreign products, companies, suppliers, and customers must work together to identify customer requirements, eliminate waste, reduce costs, improve quality, and enhance customer service. This, in turn, can boost the company's performance. Therefore, it has become essential for companies to move toward gaining market share and improving their performance.

Given the limited number of studies that have addressed these variables collectively, it was deemed appropriate to examine both variables within a comprehensive framework. The research includes the following sections:

1. Research methodology
2. The theoretical aspect
3. The field aspect
4. Conclusions and recommendations

Chapter One: Research Methodology

First: The Research Problem

Product marketing is influenced by many variables, among the most important of which are QAS. Many companies, especially soft drink companies, like other firms, are affected by quality as well as health and environmental impacts. Therefore, the study's problem centers on the extent to which the researched company, based on its available QAS, can reflect these standards in its product marketing. The problem can be practically expressed through the following indicators:

1. To what extent do the managers of the researched company perceive the standards of quality assurance and product marketing?
2. Does the company under study pay attention to product marketing and what are the reactions reflected in performance evaluation results?
3. Is product marketing more prominent in the company when adopting QAS?

Second: The Importance of the Research

The importance of the research is evident in the following points:

1. The study addresses a topic characterized by limited Arabic and Iraqi writings on both variables together (as per the researcher's knowledge), which provides a foundational reference and paves the way for future expansion.
2. Clarifying the concept and objectives of QAS and product marketing through what has been presented in literature, contributing to building a solid base that can be practically utilized, thus offering opportunities for our companies to grow and avoid risks.
3. The significance of the research stems from identifying the impact relationship between two important aspects: the first is QAS, and the second is product marketing in the studied company.

Third: The Objectives of the Research

Based on the research problem and its importance, the main objective is to build a clear understanding among the company's managers of the concept of managing QAS and how to connect it with product marketing in the studied company. The specific objectives are:

1. To identify the reality of managing QAS and product marketing in the company.
2. To determine the impact relationship between QAS and practices in product marketing of the company under study.

Fourth: The Hypotheses of the Research

In line with the objectives and questions of the research, the following hypotheses were formulated:

- Main Hypothesis: There is a statistically significant effect of overall QAS on product marketing in the company under study. This is subdivided into:

1. There is a significant correlation between the combined QAS and digital marketing.
2. There is a significant correlation between the combined QAS and content marketing.
3. There is a significant correlation between the combined QAS and influencer marketing.
4. There is a significant correlation between the combined QAS and personalized marketing.
5. There is a significant correlation between the combined QAS and sustainable marketing.

Fifth: The Research Methodology

The study relied on exploratory questionnaires and used descriptive and analytical approaches to present the theoretical foundations of the study and test the hypotheses.

Sixth: The Limits of the Study

The study's boundaries include:

1. Temporal limits: The study was conducted from 28/04/2025 to 01/06/2025, including a period of



telephone communication with some of the respondents.

2. Spatial limits: The researcher selected Karwanchi Company for Soft Drinks and Juices in Kirkuk as the field for conducting the study, which is one of the companies within the geographical area of Kirkuk Governorate.

3. Human limits: The study focused on a purposive sample of employees in the company, represented by the senior management of the company under study, including department managers, production section managers, and managers of other sections such as marketing, purchasing, and quality.

Chapter Two: Theoretical Framework

First: The Theoretical Framework for QAS

The theoretical framework in this section is structured through the following points:

1. Concept of QAS: Regarding the concept, the author (Krajewski et al., 2019, p. 123) describes it as a set of standards and principles aimed at improving the quality of products or services and reducing defects. Hill & Hill (2017, p. 210) believe that applying quality standards helps enhance customer trust and increase satisfaction. Slack et al. (2018, p. 456) support this by stating that standards help improve operational efficiency and reduce costs. Based on the above, the researcher views that QAS in a company refer to the basics that must be adhered to and worked through to meet customer expectations and face competitors, focusing on customer repeat purchases.

2. Importance of Quality Assurance: Studies have confirmed that applying quality standards reduces costs and improves operational efficiency. Companies that adopt these standards are better able to enter international markets due to their compliance with global specifications. Additionally, quality enhances the company's reputation and increases customer loyalty (Oakland, 2014, p. 112). Kotler & Keller (2016, p. 123) and Lamb et al. (2019, p. 145) state that:

- It plays a vital role in increasing customer satisfaction and motivating repeated purchases.
- It helps build a strong company reputation and customer trust.

3. Quality Assurance Standards (QAS): The authors' opinions about quality standards focus on the following:

- **ISO 9001:**

- An international standard for quality assurance in organizations.
- Focuses on quality management and process improvement (ISO, 2015, p. 5).
- Requires organizations to define quality objectives and continuously improve processes (ISO, 2015, p. 10).

- Total Quality Management (TQM):

- A comprehensive approach to improving quality across all organizational aspects.
- Emphasizes customer satisfaction and continuous improvement (Deming, 1986).
- Requires data analysis and ongoing process enhancement (Juran, 1988).

- Quality Control (QC):

- A process for monitoring the quality of products or services.
- Aims to detect and correct errors (Juran, 1988).
- Necessitates setting quality standards and continuous process monitoring (Feigenbaum, 1991).

- Quality Assurance (QA):

- A process to ensure product or service quality.
- Aims to prevent errors and improve processes (Crosby, 1979).

- Continuous Improvement (CI):

- An approach for ongoing process and product enhancement.
- Focuses on data analysis and process optimization (Imai, 1986).

- Industry Standards:

- Specific standards for various industries.
- Aim to ensure quality of products and services (ASTM, 2020, p. 5).

- Require organizations to comply with industry-specific standards (ASTM, 2020, p. 10).

- Safety Standards:

- Standards aimed at ensuring the safety of products and services.

- Intended to protect customers and employees (OSHA, 2020, p. 5).

- Require organizations to comply with safety standards (OSHA, 2020, p. 10).

- Environmental Standards:

- Standards aimed at reducing the environmental impact of products and services.

- Focus on environmental protection and sustainability (ISO, 2019, p. 5).

- Require organizations to analyze environmental impact and continuously improve processes (ISO, 2019, p. 10).

Second: The Theoretical Framework for Product Marketing

Product marketing is one of the most critical factors determining the success of any business. Therefore, the following points are addressed:

1. Concept of Product Marketing: The concept refers to activities aimed at delivering value to customers, understanding their needs, and satisfying



them better than competitors. As one of the leading marketing experts (Kotler, 2020, p. 45) states, "Marketing is not just about selling the product but also about building value and delivering it to customers." It also involves studying the target market, defining the appropriate segment, and designing products that meet those needs. Successful product marketing fundamentally depends on understanding customer needs and adjusting offers accordingly (Armstrong & Kotler, 2019, p. 78).

2. Importance of Product Marketing: According to the authors, the significance of product marketing includes:

- *Reaching target customers accurately:* Helps companies identify their target market precisely by analyzing consumer behavior and preferences, enabling effective communication with the appropriate customer segment (Kotler & Keller, 2016, p. 94).
- *Building a strong brand image:* It's not just about promotion but also about creating a distinctive identity for the product in the consumer's mind. A strong brand increases customer loyalty and makes the product a preferred choice (Aaker, 2012, p. 57).
- *Achieving competitive advantage:* Smart marketing enables the product to stand out from competitors through value, price, or innovation. Competitive advantage is built by offering higher value or lower costs (Porter, 2008, p. 212).
- *Stimulating sales growth and increasing profits:* Effective marketing directly contributes to achieving financial goals by increasing sales volume and profit margins (Armstrong & Kotler, 2019, p. 120).
- *Supporting innovation and continuous development:* By monitoring market responses and analyzing feedback, marketing helps improve existing products and develop new ones aligned with current trends and changing customer needs (Solomon, 2021, p. 89).

The Modern Trends in Product Marketing:

The contemporary trends in product marketing that will be adopted for this research are as follows:

a. Digital Marketing: This represents the most prominent development in recent decades. It involves the use of the internet, social media, targeted advertising, and email to reach customers more quickly and cost-effectively. This type of marketing also allows for precise performance measurement through data analysis tools (Ryan, 2021, p. 23).

b. Content Marketing: Focuses on providing useful and engaging content to attract customers instead of traditional advertising. This includes articles, videos, e-books, and more. Content marketing builds trust and positions the company as an expert in its field (Pulizzi, 2014, p. 110).

c. Influencer Marketing: Involves individuals with significant influence over a specific audience to promote products. This approach has proven effective, especially among younger age groups, on platforms like Instagram and TikTok (Brown & Fiorella, 2013, p. 66).

d. Personalized Marketing: Offers a unique experience for each customer based on their interests and behaviors. It utilizes artificial intelligence and data analytics to customize messages and offers (Chaffey & Ellis-Chadwick, 2019, p. 132).

e. Sustainable Marketing: Reflects a company's commitment to environmental and social values. Customers now pay more attention to products produced ethically and in an environmentally friendly manner, making this trend increasingly popular (Kotler & Keller, 2016, p. 162).

Chapter Three: The Practical Aspect

This chapter focuses on several applications, including describing the study variables and diagnosing them based on the analysis of respondents' answers. The respondents were a sample of employees from Karwanchi Soft Drinks and Juices Company in Kirkuk. The statistical program (Smart PLS) was used to infer percentages, evaluate the measurement model, assess significance, analyze the impact relationship, and introduce the company and the sample members.

First: Brief Introduction of the Company

Karwanchi Company is one of the largest industrial companies in Iraq's private sector, employing over 700 workers. It was initially established as Al-Tamim for soft drinks in 1999 on an area of 11,500 square meters. Later, in 2007, Mona company for bottled water was founded on a 20,000-square-meter land with six production lines for plastic cups and three lines for 18-liter water bottles. In 2010, Karounji company for soft drinks, bottled water, juices, and dairy products was established on a 160,000-square-meter area. Since the Karounji group aspires to offer the best to its customers, it works according to international standards, enabling it to obtain ISO certifications such as ISO 22000:2018 for food safety, ISO 9001:2015 for quality management, ISO 45001:2018 for occupational health and safety, and ISO 14001 for environmental management. The company also possesses an integrated and efficient internal management system that helped it achieve these quality management certificates.

Second: Description of the Sample Members

The researcher relied on a sample of employees from the company, including general managers, department managers, and unit managers along the production lines who are experienced, knowledgeable about the company's tasks, and capable of providing useful



information. Accordingly, the researcher distributed 46 questionnaires among employees in the study community; 45 questionnaires were retrieved, and one was excluded for being invalid. Thus, the valid questionnaires numbered 44.

Third: Relationship of the Impact Between QAS and Product Marketing

This analysis reflects testing the influence of each independent variable (the variables) on the dependent variable, as follows:

Any research foundation requires a preliminary review of related scientific studies. This review reveals the specificity that the research will adopt in defining its orientations. Based on this review, the (Smart PLS) program is one of the statistical tools that deal with new theoretical approaches to ensure the validity and reliability of derived hypotheses, especially with small samples (≤ 100). This was the primary reason for choosing it over the (Amos) package, which is part of the (SPSS) program. According to this program, the validity of the theory involves testing two aspects:

Table (1): Convergent Validity of the Research Model.

No.	Variables QAS	Composite Reliability	Average Variance Extracted	Cronbach's Alpha	Rho De Joreskog
		Limits	> 0.70	> 0.50	> 0.70
1	ISO9001	0.858	0.560	0.786	0.842
2	TQM	0.860	0.553	0.795	0.809
3	QC	0.923	0.669	0.900	0.911
4	QA	0.909	0.667	0.874	0.875
5	CI	0.910	0.630	0.880	0.895
6	Industry St.	0.869	0.528	0.820	0.835
7	Safety St.	0.867	0.567	0.809	0.811
8	Environ. St.	0.923	0.666	0.899	0.904
The modern trends in product marketing					
1	DM	0.886	0.611	0.839	0.849
2	SM	0.869	0.500	0.824	0.880
3	IM	0.886	0.611	0.839	0.849
4	PM	0.849	0.500	0.796	0.828
5	CM	0.844	0.524	0.779	0.808

Source: Prepared by the researcher based on the results of (Smart PLS).

As for Cronbach's alpha coefficient shown in Table (1), the results indicate high reliability of the study measure items, with values ranging from (0.77-0.90). Compared to what is stated by (Sarstedt & Mooi, 2014), the Cronbach's alpha should be greater than (0.70). This means that the research model demonstrates high validity within this test.

2. Discriminant Validity: It indicates the logical separation of questions for a specific variable without repetition or overlap with other variables. It can be assessed through two tests. The first is the Cross-Loading, which measures whether a specific question measures the intended variable solely and does not

1- Assessment of the Measurement Model: Any research foundation begins with testing the measurement model, which involves validating the questions' validity and reliability. This ensures that the data effectively measure what they are intended to (Validity) and can do so under various conditions (Reliability). This is achieved through measures such as (Composite Reliability) and (Average Variance Extracted). After conducting the analysis within the (Smart PLS) program, the results appeared as shown in Table (1).

From reviewing the above table, it is clear that the model achieved a high level of convergent validity through the two tests mentioned above. Specifically, the composite reliability coefficient, which ranges between 0 and 1, indicates high reliability at high values, and is considered acceptable when it is 0.50 or higher (Hair et al., 2017). Therefore, all values are within acceptable limits. Regarding the extracted variance index (AVE), the table above shows that all values exceeded the acceptable threshold (0.70).

Table (1): Convergent Validity of the Research Model.

measure other variables. All results were positive (Hair et al., 2014). The second is the correlation between latent variables (Variable Correlation), which can be obtained using the criterion by (Fornell & Larker, 1981), as follows:

a. Outer Loading Index: The Outer Loading indicates the external saturation of the scale items (as in Table 1). It is significant when the saturation level is 0.70 or higher. If saturation is between 0.40 and 0.70, the impact of these items on increasing the composite reliability should be examined. If the deleted items do not affect the increase in composite validity, they are retained; if saturation is less than 0.40, the item should



be removed. In this study, only items with saturation of 0.70 or higher were used, while items with lower saturation were removed. All outer loadings for the scale items are above the minimum thresholds set by (Hair et al., 2010), most exceeding the significance values for saturation as shown in Table (1). Therefore, the data for the variables (except those deleted) are suitable for conducting statistical analyses.

b. Correlation Matrix: This test shows that any variable's correlation with itself should be higher than its

correlation with any other variable to demonstrate stability. For example, (ISO9001) has a correlation with itself of 83%, which is higher than all other correlations with different variables within the same column or row, along with other variables that are highly correlated with themselves, as shown in Table (2). This is an important indicator supporting proceeding to hypothesis testing.

Table (2): Correlation matrix among latent variables.

Variables	ISO9001	TQM	QC	QA	CI	Industry St.	Safety St.	Enviro n. St.	DM	SM	IM	PM
TQM	0.310											
QC	0.521	0.654										
QA	-0.315	-0.167	0.289									
CI	0.215	0.153	0.164	0.028								
Industry St.	-0.453	0.004	-0.126	0.599	0.153							
Safety St.	0.438	0.370	0.564	0.021	0.509	0.002						
Environ. St.	0.421	0.691	0.690	0.028-	0.305	0.027-	0.627					
DM	0.548	0.599	0.704	0.094	0.039	0.039	0.626	0.785				
SM	0.533	0.529	0.722	-0.161	0.161	0.161	0.558	0.580	0.648			
IM	0.292-	0.014	0.197-	0.577	0.001	0.660	0.037-	0.172-	0.069-	0.145-		
PM	0.471	0.410	0.416	0.055-	0.703	0.063	0.440	0.443	0.618	0.395	0.054-	
CM	0.315	0.170	0.250	0.197	0.629	0.133	0.652	0.437	0.506	0.420	0.032-	0.543

Source: Prepared by the researcher based on the results of (Smart PLS)

Fourth: Structural Model Test

After evaluating the research model using the standard method, the next step is to test the research hypotheses through the structural model test using the (Smart PLS) program, as follows:

1. Path Coefficients: This is one of the statistical tests used to answer the study hypotheses. The results, as

shown in the table, provide direct answers regarding the acceptance or rejection of the hypotheses. (Hair et al., 2014) pointed out that the Bootstrapping test is the most reliable in terms of statistical power for applications in this study area, as illustrated in Table (3):

Table (3): Bootstrapping Test for Evaluating the Significance of Relationships (Hypothesis Testing).

No.	Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation	T-test	P-Values	Decision
1	DM St.	-0.550	-0.562	0.143	3.832	0.000	Accept
2	SM St.	-0.462	-0.485	0.207	2.230	0.015	Accept
3	CM St.	-0.446	-0.445	0.182	2.454	0.009	Accept
4	IM St.	0.436	0.379	0.246	1.771	0.041	Accept
5	CM. St.	0.333	0.319	0.165	2.019	0.024	Accept

Source: Prepared by the researcher based on the results of (Smart PLS)

A. Main Hypothesis Testing: The main hypothesis states: (There is a significant effect of collectively applying QAS on the marketing of the company's products under study), with sub-hypotheses as follows:

1. The collectively applied QAS significantly and positively influence digital marketing: To verify this hypothesis, the necessary analysis was conducted using the (Smart PLS) software. Table (3) displays the direction and value of the effect. The significance level

was set at (0.05) to judge the significance of the effect. The calculated significance level was compared to the accepted significance level (0.05); effects are considered statistically significant if the calculated significance level is less than (below) 0.05, and vice versa. Additionally, the (T-Statistic) value was used: if it exceeds (1.653), the effect is statistically significant; otherwise, it is not.



Based on this, there is a significant positive effect of the collectively applied QAS on digital marketing, with a Beta (original sample) value of -0.550. The effect is significant as indicated by the (T) value of 3.832, which is greater than the critical value of (1.65) at a significance level (P-Value = 0.000). Hence, this hypothesis is accepted.

2. The collectively applied QAS significantly and positively influence content marketing (CoM): The same procedure was followed as above. The Beta value was -0.462, with a (T) value of 2.230, which exceeds (1.65), and a P-Value of 0.015. Since the significance level is below 0.05, the effect is statistically significant, and the hypothesis is accepted.

3. The collectively applied QAS significantly and positively influence influencer marketing: Analysis results show a Beta value of -0.446, with a (T) value of 2.454, exceeding (1.65), and a P-Value of 0.009. The effect is significant, so the hypothesis is accepted.

4. The collectively applied QAS significantly and positively influence personalized marketing: The Beta value is 0.436, with a (T) value of 1.771, above (1.65), and a P-Value of 0.041, indicating significance. Therefore, this hypothesis is accepted.

5. The collectively applied QAS significantly and positively influence sustainable marketing: The Beta value is 0.333, with a (T) value of 1.771, above (1.65), and a P-Value of 0.024. The effect is significant, and the hypothesis is accepted.

B. Effect Size (f^2): In addition to calculating R^2 , it is important to assess each variable's contribution to this value, known as the effect size. It is estimated by comparing the model's R^2 before and after removing a variable; the difference indicates the variable's contribution. According to (Hair et al., 2017), effect sizes are classified as small (0.02), medium (0.15), and large (0.35).

Table (4) presents the effect size (f^2).

No.	Variables	DM	SM	CoM	IM	CuM
1	QAS (combined)	0.077	0.225	0.149	0.136	0.039

Source: Prepared by the researcher based on the results of (Smart PLS)

C. Predictive Relevance of the Model (Q^2): This indicates the ability of the independent variable to predict the dependent variable. For the model to be considered acceptable, Q^2 values should be greater than zero. As shown in Table (5).

No.	Variables	SSO	SSE	$Q^2 (=1-SSE/SSO)$
1	QAS	1386.000	873.206	0.370
2	Digital Marketing	882.000	554.852	0.371
3	Sustainable Marketing	210.000	192.542	0.083
4	Content Marketing	126.000	117.457	0.068
5	Influencer Marketing	168.000	162.267	0.034
6	Customized Marketing	155.000	147.455	0.024

Source: Prepared by the researcher based on the results of (Smart PLS)

Chapter Fourth: Conclusions and Recommendations

First: Conclusions

1. Some literature indicates that QAS are a fundamental and relatively modern concept. They focus on understanding and studying many activities both inside and outside the company by establishing correct foundations for the product from the outset, working to reduce costs and eliminate waste starting from raw materials up to the final product. This achieves the goals and interests of the involved parties.

2. Marketing products is one of the noble objectives that companies and society focus on simultaneously because it relates to satisfying customers, gaining their loyalty to the products, maintaining them, and achieving the company's goals.

3. Responses from the surveyed indicate that the management of the studied company is interested in QAS because of their positive impact on product

marketing. There is a significant positive effect between the standards of quality assurance (overall) and product marketing, which suggests that decisive decisions regarding product marketing in the company are linked to the company's management directives and their interest in QAS.

4. The responses also show a significant positive effect between each individual quality assurance standard and product marketing. This calls for increased attention from the company's management to QAS and to modern marketing trends that focus on maintaining and strengthening weak areas.

Second: Recommendations

1. The studied company should focus on enhancing awareness of the concepts of QAS adopted in this research among employees, and benefit from this in marketing the company's products.

2. Work on building and maintaining long-term relationships with partners, emphasizing customer



service and satisfaction through the integration of activities related to QAS.

3. The management of the studied company should focus on marketing products and monitoring any harmful waste outputs affecting public health, using feedback mechanisms, and opening distribution outlets across all Iraqi provinces.

4. It is necessary to widely promote the company's products in domestic markets as well as external markets by establishing external outlets characterized by (quality, cost-effectiveness, and sustainability).

Third: Mechanisms for Implementing the Recommendations

1. Senior management and its leaders should provide the necessary support to implement QAS to reduce waste in the studied company, through quality control, continuous improvement, and sustainability—considered as part of environmentally-conscious administrative systems that can contribute to enhancing them.

2. Strive to deepen awareness among managers and employees about the importance of QAS and their impact on achieving the company's overall goals and customer-specific objectives.

3. Review the experiences of similar local and foreign companies in practicing activities related to QAS.

12. Lamb, C. W., Hair, J. F., & McDaniel, C. (2019). *Marketing*. Cengage Learning.
13. Oakland, J. S. (2014). *Total quality management and operational excellence: Text with cases* (4th ed.). Routledge. p: 112 .158.
14. OSHA. (2020). Occupational safety and health standards. Occupational Safety and Health Administration.
15. Porter, M. E. (2008). *Competitive advantage: Creating and sustaining superior performance*. Free Press.
16. Pulizzi, J. (2014). *Epic content marketing: How to tell a different story, break through the clutter, and win more customers by marketing less*. McGraw-Hill Education.
17. Ryan, D. (2021). *Understanding digital marketing: Marketing strategies for engaging the digital generation* (5th ed.). Kogan Page.
18. Slack, N., Chambers, S., & Johnston, R. (2018). *Operations management*. Pearson.
19. Solomon, M. R. (2021). *Consumer behavior: Buying, having, and being* (13th ed.). Pearson.

REFERENCES

1. Aaker, D. A. (2012). *Building strong brands*. Free Press.
2. Armstrong, G., & Kotler, P. (2019). *Marketing: An introduction* (13th ed.). Pearson Education.
3. ASTM. (2020). ASTM standards. ASTM International.
4. Brown, D., & Fiorella, S. (2013). *Influencer marketing: How to create, manage, and measure brand influencers in social media marketing*. Que Publishing.
5. Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing* (7th ed.). Pearson Education.
6. Hill, T., & Hill, A. (2017). *Operations management*. Palgrave Macmillan.
7. ISO. (2015). ISO 9001:2015. International Organization for Standardization.
8. ISO. (2019). ISO 14001:2015. International Organization for Standardization.
9. Kotler, P. (2020). *Principles of marketing* (18th ed.). Pearson.
10. Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson.
11. Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2019). *Operations management: Processes and supply chains*. Pearson.