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Strategic Positioning and its Impact on Enhancing Strategic Sovereignty an Analytical Study in the Ministry of Oil/ Oil Exploration Company

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Abstract

The researchers, through the present study, aimed to identify the nature of the relationship, association, and influence between strategic positioning (as the independent variable) and strategic sovereignty (as the dependent variable), along with its dimensions: area of influence, competitive pressure, competitive structure, and renewal. To achieve this and to analyze and interpret the study data, a descriptive analytical approach was adopted, as it is considered a reliable scientific method. A questionnaire was used as the primary tool for data collection. The study included 40 items distributed among a deliberately selected sample of 140 individuals, consisting of senior and middle leadership as well as managers (at the agency, department, and division levels) in the oil exploration company. Out of the 140 distributed questionnaires, 133 were found valid and suitable for analysis. In addition, the researchers conducted a set of direct interviews with 14 decision-makers from within the study sample to support the findings obtained through the questionnaire analysis. A variety of statistical methods were used to analyze the data, including the Pearson correlation coefficient, coefficient of determination (R^2), Z-test, T-test, F-test, and multiple regression analysis. The analysis was carried out using statistical software such as SPSS v28, AMOS v26, and Microsoft Excel 2010. The study yielded several results, the most notable of which was the significant impact of strategic positioning on strategic sovereignty across all its dimensions. Therefore, adopting a positioning strategy within the oil exploration company is essential, as it can effectively contribute to achieving strategic sovereignty.

Keywords: Strategic positioning, strategic sovereignty, oil Exploration Company.

التموضع الاستراتيجي وأثره في تعزيز السيادة الاستراتيجية دراسة تحليلية في وزارة النفط/ شركة الاستكشافات النفطية

الخلاصة:

تهدف هذه الدراسة الى التعرف على علاقة الارتباط والتأثير بين التموضع الاستراتيجي كمتغير مستقل في السيادة الاستراتيجية كمتغير تابع بأبعادها والمتمثلة بـ (منطقة النفوذ، الضغط التنافسي، البناء التنافسي، التجديد)، أذ تم اعتماد المنهج الوصفي التحليلي كمنهج علمي في تحليل وتقسيم بيانات الدراسة، لتكون الاستبانة اداة القياس لجمع البيانات والمعلومات والتي تضمنت (40) فقرة وزعت على عينة الدراسة البالغة (140) فرداً كعينة قصبة والتي يمثلون القيادة العليا والوسطى مدراء (هيئة، قسم، شعبة) في شركة الاستكشافات النفطية، وتم تعين الصالح منها للتحليل والبالغ (133) استبانة، فضلاً عن استعمال مجموعة من الأسئلة المباشرة التي تم طرحها على بعض افراد عينة الدراسة والبالغ عددهم (14) فرداً من اصحاب القرار في الشركة عينة الدراسة لتكون تعزيزاً للنتائج التي تم التوصل إليها عن طريق تحليل البيانات من خلال الاستبانة، كما تضمن البحث على مجموعة من الأساليب الإحصائية المعتمدة لتحليل البيانات ومنها (معامل الارتباط بيرسون Pearson) - معامل التحديد (R) - اختبار (Z) - معامل اختبار (T) - معامل اختبار (F) - تحليل الانحدار المتعدد (SPSS V.28 - AMOS V.26 - Microsoft Excel V. 2010) ، تم التوصل من خلالها الى مجموعة من النتائج كان ابرزها وجود تأثير وبشكل كبير للتموضع الاستراتيجي على السيادة الاستراتيجية بأبعادها، وبهذا فإن تبني استراتيجية التموضع في شركة الاستكشافات النفطية امر بالغ الأهمية ليتم استخدامه في التأثير على تحقيق السيادة الاستراتيجية.

1. Introduction

The ongoing changes and competitive challenges in the hydrocarbon industry (oil and gas) have compelled companies to confront increasing pressures in a rapidly evolving business environment. As a result, it has become essential for these companies to develop and adapt their strategies to achieve strategic supremacy and meet their objectives.

Companies in this sector are vying for competitive positions and striving to maintain dominance in industries that serve as a primary pillar of the Iraqi national economy. The oil extraction sector—encompassing all its entities within the Iraqi Ministry of Oil, including the Oil Exploration Company (the subject of this study)—is experiencing numerous developments that have had, and will continue to have, a direct impact on the broader oil sector. These changes are reflected in the national economic returns.

Some aspects of these challenges, due to the unique nature of the oil industry, represent a distinct and sometimes overlapping stage in the ability to effectively anticipate competition—particularly from current or future foreign companies operating within Iraq's increasingly competitive oil market. Iraq's openness to foreign investment in this sector has intensified competition, aiming to boost revenues and safeguard this strategic national resource. This move also aligns with various recommendations and resolutions issued by international conferences [1].

This state of flux has prompted the company to adopt a positioning strategy aimed at enhancing its capacity to respond to emerging challenges and opportunities, and to maintain its competitive standing. Compounding these challenges is the lack of financial and economic stability, driven by

price volatility in global markets—prices that Iraq cannot unilaterally influence or control. This volatility has led to fluctuating revenues and, in turn, affected the gross domestic product [2]. Strategic planning—along with its resulting long-term goals and subsequent short- and medium-term objectives, which are translated into programs, policies, activities, and execution plans—constitutes the foundation of organizational life [3]. Thus, strategic confrontation plays a crucial role in shaping an organization's future and operational methods, whether it is profit-driven or service-oriented [4].

Additionally, it is vital to develop diverse approaches for implementing appropriate strategies that prepare the organization for sustainable strategic change, in alignment with its organizational structure [5].

2. Methodology

2.6.1. The Problem of the Study

1. To what extent are the administrative leaders and senior management aware of the issues related to strategic positioning and strategic sovereignty within the company under study, and how much do they recognize their importance?
2. What is the impact of strategic positioning, in all its dimensions, on enhancing strategic sovereignty among the study sample?
3. To what extent does the study sample have knowledge of and interest in the nature of the relationship between the two main variables of the study—strategic positioning and the strategic dominance of senior management?
4. What is the nature of the relationship between the study variables within the study sample?

2.2. Importance of the Study

2.6.1. Scientific (Theoretical) importance

The importance of this study stems from the company's efforts to efficiently and effectively utilize its available resources, which contributes to improving its operations and overall performance. Strategic recovery is viewed as a vital approach to enhancing strategic sovereignty, thereby strengthening the company's capacity to train and develop its human resources.

2.2.2. Scientific (Practical) Importance

- Through this study, the Oil Exploration Company can assess its current level of strategic positioning.

- The study draws the attention of the company's formation managers to the significance of strategic positioning in enhancing strategic sovereignty. It also provides practical recommendations based on the study's findings.

2.3. Hypothetical Scheme

Figure (1) explain Hypothetical Scheme prepared by the researchers

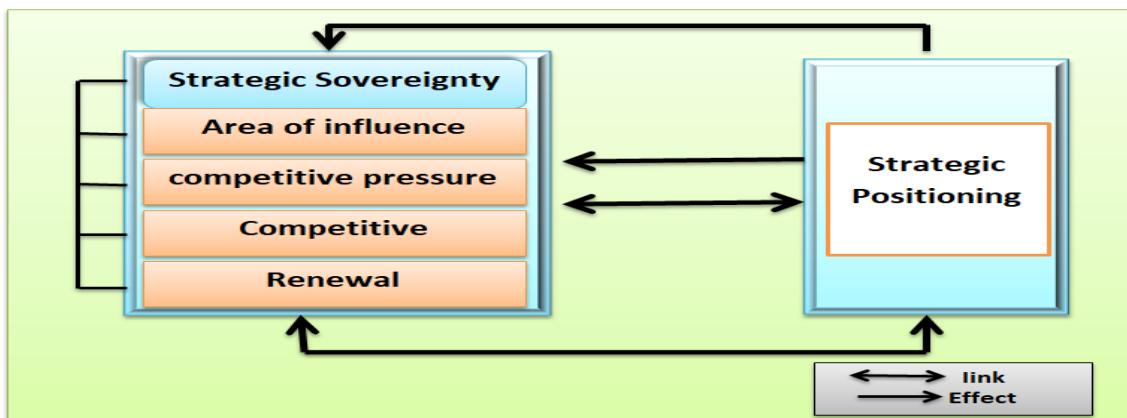


Fig. (1): Hypothetical Scheme prepared

2.4. Study Methodology

The study adopted the descriptive analytical approach, as it provides a comprehensive perspective and allows for effective description and interpretation.

2.4.1. Spatial limits

The study was conducted at the Iraqi Ministry of Oil – Oil Exploration Company.

2.4.2. Human limits

The human limits of the study were represented by the company's departmental managers who are decision-makers. The study sample included agency directors, department directors, and division directors.

2.5. Data-collection Methods

The researcher utilized several tools to collect the necessary data and information to reach final results that align with the methodology of the current study, as follows:

- Theoretical aspect: This aspect included information gathered from Arabic and foreign literature such as books, periodicals, articles, dissertations, university theses, and websites. An in-depth survey was conducted to explore the cognitive and intellectual contributions relevant to the study variables.

- Practical Aspect: For the practical side, a questionnaire was used as the primary tool, which contributed to producing more comprehensive results. Strategic positioning (independent variable) was measured using the scale presented in [6], while strategic sovereignty (dependent variable) was assessed based on the scales reported in [7], [8], and [9]. A five-point Likert scale was applied, and data analysis was carried out using the following statistical programs: SPSS v.28, AMOS v.26, and Microsoft Excel (2010).

2.6. Theoretical Part

2.6.1. Strategic Positioning

Business organizations continuously strive to develop effective positioning strategies. The primary objective of such strategies is to determine the extent to which a service can meet the needs of its beneficiaries in comparison to competitors. The formulation of wealth management policies is typically handled by a central authority (such as a council, authority, or ministry) that holds the power to develop binding strategic plans (Hamza & Al-Shammaa, 2023, p. 10), often incorporating strategic positioning.

It is important to note that this process is not simple; it requires a profound understanding of the organization itself, the competitive landscape, and the strength of its internal resources [10]. Researchers Alice M. Tybout and Brian Sternthal proposed two primary approaches to positioning:

- Competitive-based positioning
- Goal-based positioning

Accordingly, the researchers argue that strategic positioning refers to the plans and procedures implemented by a business organization to establish and maintain a distinctive position within a competitive environment. This involves selecting specific approaches in its business operations aimed at creating value for beneficiaries. The foundation of this strategy lies in the organization's activities, which must be differentiated from those of its competitors.

2.6.2. Strategic Sovereignty

Strategic sovereignty is fundamentally built on core competencies, operational excellence, and the delivery of unique value. While these elements are critical to success and sustainability, they are not sufficient on their own. For an organization to achieve long-term success and impact, it must also adopt a strategy that involves influence and power. The balance of power is essential for ensuring continuity, innovation, and efficiency across organizational, sectoral, industrial, and societal levels [11].

The dimensions of sovereignty—sphere of influence, competitive pressure, competitive construction, and renewal—are key to establishing effective power structures that support business organizations in expanding their influence through continuous development and growth.

Strategic sovereignty also entails calculating potential risks and maintaining a forward-looking perspective to develop and articulate unconventional strategies [12]. Economic studies have revealed a notable disparity between capital costs in the oil industry and those in other sectors [13]. Sovereignty has been described as a set of practical structures that define an organization's scope of influence, which in turn shapes and enhances its relative power. These structures also help determine the strategic objectives of the organization for each segment of its operations [14].

Strategic sovereignty comprises four key dimensions:

2.6.2.1. Sphere of Influence

Globalization has compelled public business organizations to keep pace with changes in the delivery of all services in response to the demands of today's global environment. Organizations need to develop strategies that respond to environmental changes in order to identify available opportunities and build a cohesive area of influence [15]. Accordingly, competing organizations in a multi-competitive environment seek to achieve balance through their sphere of influence.

Therefore, the researchers define the sphere of influence as the sector subject to the control of a specific business organization, which strives to maintain and assert its sovereignty over that sector through flexible strategies, plans, and procedures to secure its strategic dominance.

2.6.2.2. Competitive Pressure

Some may perceive that competition among organizations is driven by intensive efforts within shared industries to achieve mutual influence. Direct, face-to-face competition is often seen as a waste of resources, especially when many competitors are involved, making it largely ineffective [16]. Competitive pressure is shaped by five forces: buyer power, supplier power, barriers to entry, threats from substitute services, and inter-industry rivalry. Researchers may define competitive pressure as the various actions and reactions that business organizations undertake within similar sectors, influencing each other's performance and prompting strategic adjustments to maintain a position in the competitive landscape.

2.6.2.3. Competitive Construction

This concept refers to the ability of business organizations to effectively integrate their resources and capabilities. It involves creating value-added competencies that are difficult for competitors

to replicate or surpass [17]. The researchers believe that competitive structure can be defined as a form of competitive advantage that enables organizations to outperform their rivals by understanding and analyzing their capabilities and forming strategic alliances to confront competition and maintain a dominant position.

2.6.2.4. Renewal

Successful organizations strive to monitor and interpret environmental indicators and the changes occurring within these factors, in order to prepare for and adapt to them in the long term, thereby ensuring their continued presence in the business sector [18]. Strategic renewal has been defined as a set of interconnected activities that link an organization's current performance with its future performance in light of changing environmental conditions [19].

The researchers believe that strategic renewal is a vital and flexible process for business organizations. Its main purpose is to enhance performance and adapt effectively to environmental changes. This is achieved by analyzing the current situation and developing services to gain a competitive advantage, which contributes to achieving strategic supremacy.

3. Practical Framework

3.1. Descriptive-Analytical Results of the Strategic Positioning Variable

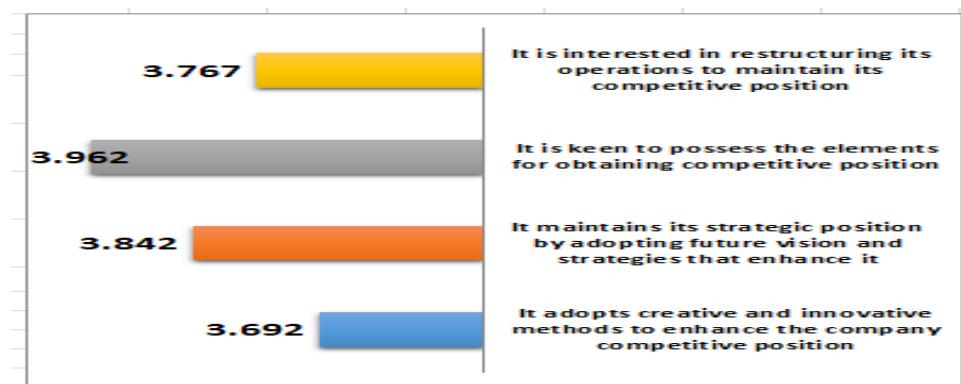
The sample's level of interest in strategic positioning was found to be good, based on an arithmetic mean of 3.816 and a standard deviation of 0.744, with a coefficient of variation of 19.50%. These results are presented in Table (1) and Figure (2) below.

The researchers observed that the company relies on strategic plans and procedures established by its management to maintain its competitive position. This is accomplished by adopting a specific direction within its business environment aimed at creating added value for beneficiaries. This direction is primarily based on implementing distinctive and unique activities that differentiate the company from its competitors, thereby enhancing its market position and ensuring the continuity of its success.

Table (1): Statistical indicators of the strategic positioning variable

No	Items-Co. management	Mean	Standard deviation	Coefficient variation	Item order	Answer-level
Po1	It adopts creative and innovative methods to enhance the company competitive position.	3.692	1.081	29.28	4	Good
Po2	It maintains its strategic position by adopting future vision and strategies that enhance it.	3.842	0.984	25.61	3	Good
Po4	It is keen to possess the elements for obtaining competitive position.	3.962	0.972	24.53	1	Good
Po5	It is interested in restructuring its operations to maintain its competitive position.	3.767	0.953	25.30	2	Good
Overall average of strategic positioning dimension		3.816	0.744	19.50		

Resource: Statistical results of the SPSS.28

**Fig. (2):** Strategic positioning dimension

3.2. Describing, Diagnosing, and Measuring the Dimensions of the Dependent Variable – Strategic Sovereignty

The dependent variable, strategic sovereignty, was measured using 19 items based on the responses of 133 participants. It was assessed across four sub-dimensions: area of influence, competitive pressure, competitive structure, and strategic renewal. This section presents a description, diagnosis, and interpretation of the participants' responses regarding the strategic sovereignty variable, including its individual items and underlying dimensions, as follows:

3.2.1. Describing, Diagnosing, and Measuring the Influence-Area Dimension

An examination of Table (2) and Figure (3) below presents the results of the descriptive analysis of the sample members' opinions regarding the first dimension of the dependent variable, namely

strategic dominance, represented by the area of influence, which was measured through four items in the study tool. Overall, the results indicate that the sample's level of interest in the area of influence was good, as reflected by an arithmetic mean of 3.765, a standard deviation of 0.680, and a coefficient of variation of 18.06%. The researchers believe that the company strives to maintain its control within the sector in which it operates by adopting flexible strategies, plans, and procedures that enhance its strategic dominance and ensure its continuity in the face of competitive challenges.

Table (2): Descriptive analysis indicators of the influence-area dimension

No	Items-Co. management	Mean	Standard deviation	Coefficient variation	Item order	Answer-level
AOI2	It can direct its services to other areas throughout the country to avoid the entry of other competitors.	4.940	0.935	23.73	1	Good
AOI3	It adopts methods to protect its services and clients from being acquired by competing companies.	3.790	1.000	26.39	3	Good
AOI4	It seeks to adopt a specific strategy for each of its sectors to ensure control in its field of work.	3.767	0.912	24.21	2	Good
AOI5	It seeks to impose its dominance over the market through its ability to proactively meet its service needs.	3.564	0.987	27.69	4	Good
Overall average of the influence-area dimension		3.765	0.680	18.06		

Resource: Statistical results of the SPSS.28

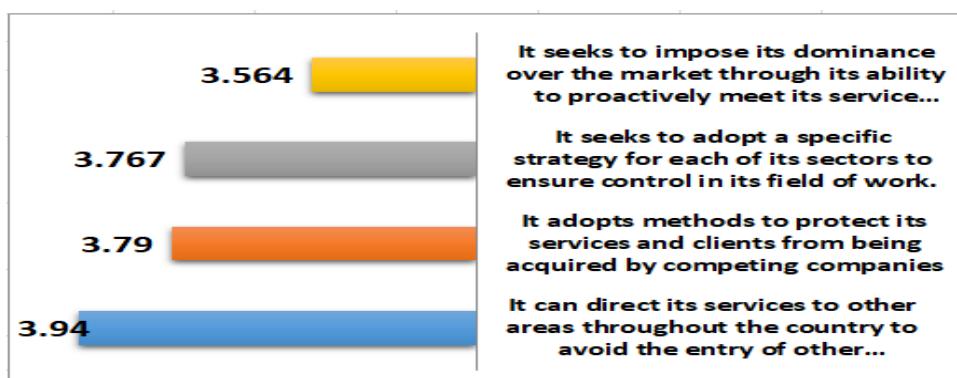


Fig. (3): Influence-area dimension Means (Microsoft Excel V.2010)

3.2.2. Describing, Diagnosing, and Measuring the Competitive Pressure Dimension

Table (3) and Figure (4) present the results of the descriptive analysis of the sample members' opinions regarding the second dimension of the dependent variable, strategic dominance, as represented by competitive pressure. This dimension was measured using five items in the study tool. Overall, the results indicate that the sample's level of interest in competitive pressure was good, with an arithmetic mean of 3.577, a standard deviation of 0.671, and a coefficient of variation of 18.76%.

The researchers believe that there is ongoing interaction between the company under study and its competitors. Each company implements various procedures and adopts reciprocal responses across its business sectors, aiming to influence performance and redirect strategies. This dynamic competition seeks to enhance performance and strengthen the organization's ability to survive in a competitive environment by adopting innovative approaches and adapting plans in response to market changes and stakeholder demands.

Table (3): Descriptive analysis of the competitive pressure dimension

No	Items-Co. management	Mean	Standard deviation	Coefficient variation	Item order	Answer-level
CP1	The concept of competitive pressure is used to limit competition with other competing companies.	3.489	0.997	28.58	5	Good
CP2	It exploits competitive pressure over scarce resources more effectively than other competitors.	3.459	0.933	26.97	3	Good
CP3	It works on conducting strategic analysis to avoid threats from current and potential competitors..	3.624	1.034	28.53	4	Good
CP4	It adopts a strategy that enables it to limit the penetration of competitors into its own competitive field	3.587	0.962	26.82	2	Good
CP5	It is keen on continuous development in its work to reduce its exposure to competitive pressure..	3.729	0.930	24.94	1	Good
Overall average of the competitive pressure dimension		3.577	0.671	18.76		

Resource: Statistical results of the SPSS.28

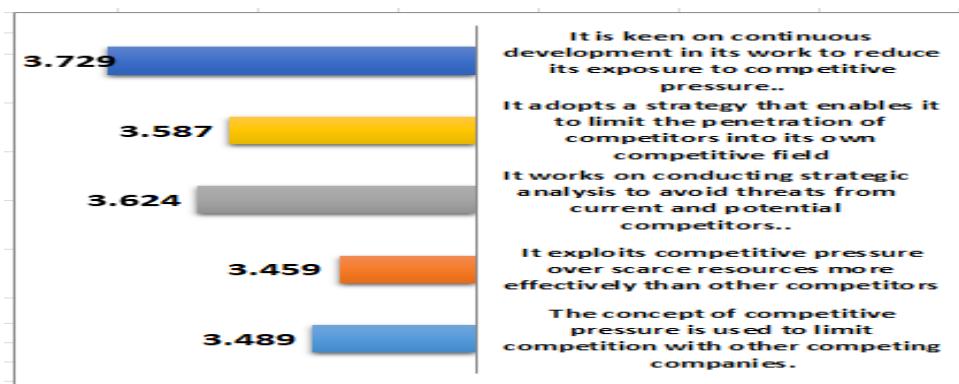


Fig. (4): Competitive pressure Dimension-Means (Microsoft Excel V.2010)

3.2.3. Describing, Diagnosing, and Measuring the Competitive Structure Dimension

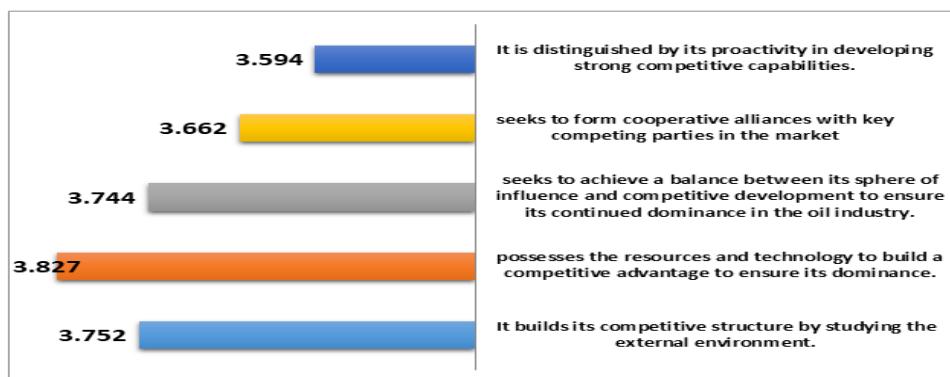
Table (4) and Figure (5) below present the results of the descriptive analysis of the sample members' opinions regarding the third dimension of the dependent variable, namely "strategic dominance," represented by the competitive structure. This dimension was measured using five items in the study tool. Overall, the results indicate that the sample's level of interest in the competitive structure was good, with an arithmetic mean of (3.716), a standard deviation of (0.724), and a coefficient of variation of (19.48%).

The researchers believe that the competitive advantage held by the company enables it to outperform its competitors by analyzing and understanding their capabilities and strategies. Furthermore, the company actively seeks to form strategic alliances to confront its rivals, which enhances its ability to maintain a dominant market position and ensures its continued presence as a leading competitive force.

Table (4): Descriptive analysis of the competitive structure dimension

No	Items-Co. management	Mean	Standard deviation	Coefficient variation	Item order	Answer-level
CB1	It builds its competitive structure by studying the external environment.	3.752	1.033	27.53	3	Good
CB2	possesses the resources and technology to build a competitive advantage to ensure its dominance.	3.827	1.19	26.63	2	Good
CB3	seeks to achieve a balance between its sphere of influence and competitive development to ensure its continued dominance in the oil industry.	3.744	1.035	27.64	4	Good
CB4	seeks to form cooperative alliances with key competing parties in the market.	3.662	1.029	28.10	5	Good
CB5	It is distinguished by its proactivity in developing strong competitive capabilities.	3.594	0.946	26.32	1	Good
The overall average of the competitive structure dimension		3.716	0.724	19.48		

Resource: Statistical results of the SPSS.28

**Fig. (5)** Competitive structure Dimension-Means (Microsoft excel 2010)

3.2.4. Describing, Diagnosing, and Measuring the Strategic Sovereignty Dimension

Table (5) and Figure (6) below present the results of the descriptive analysis of the sample members' opinions regarding the fourth dimension of the dependent variable, namely "strategic

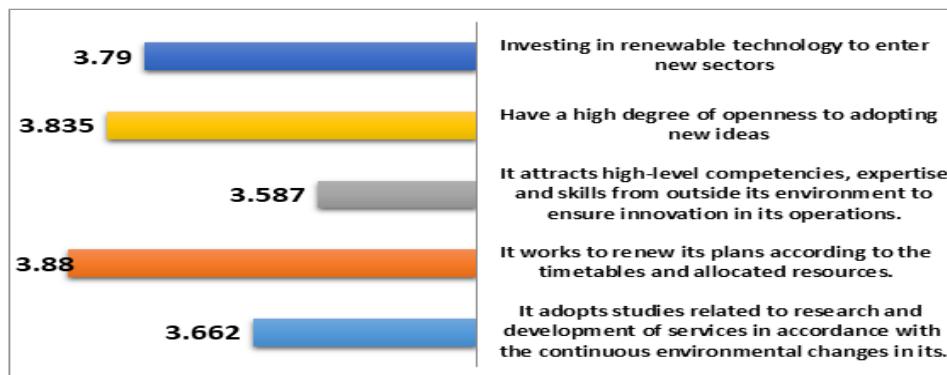
sovereignty," represented by strategic renewal. This dimension was measured using five items within the study tool. The results generally indicated that the sample's level of interest in strategic renewal was good, with an arithmetic mean of 3.750 and a standard deviation of 0.682. The coefficient of variation was 18.19%.

The researchers believe that the company's management seeks to adopt a dynamic and flexible process aimed at improving performance and adapting to the ongoing changes in its operating environment. This is accomplished through the analysis of the current situation and the continuous development of services, enabling the company to gain a competitive advantage and enhance its ability to maintain strategic supremacy in its business environment.

Table (5): Descriptive analysis indicators of the strategic renewal

No	Items-Co. management	Mean	Standard deviation	Coefficient variation	Item order	Answer-level
RE1	It adopts studies related to research and development of services in accordance with the continuous environmental changes in its business environment.	3.662	1.022	27.91	3	Good
RE2	It works to renew its plans according to the timetables and allocated resources.	3.880	0.954	24.59	1	Good
RE3	It attracts high-level competencies, expertise and skills from outside its environment to ensure innovation in its operations.	3.587	1.074	29.94	5	Good
RE4	Have a high degree of openness to adopting new ideas.	3.835	0.955	24.90	2	Good
RE5	Investing in renewable technology to enter new sectors.	3.790	1.059	27.94	4	Good
Overall average of the strategic renewal dimension		3.750	0.682	18.19		

Resource: Statistical results of the SPSS.28

**Fig. (6): Strategic renewal dimension Means (Microsoft excel 2010)**

4. Result and Discussion

4.1. Testing the Correlation Hypotheses Between the Study Variables

Testing the First Main Hypothesis:

"There is a significant correlation between the strategic positioning dimension and the dimensions of strategic sovereignty within the oil exploration company". Table (6) presents the results of the correlation coefficients between the strategic positioning dimension and strategic sovereignty. The correlation coefficient was (0.556**) at a significance level of (0.05), indicating a confidence level of 95%. The calculated Z-value was (7.149), which exceeds the critical (tabular) value of (1.96). The results also show that the correlation coefficients between the strategic positioning dimension and the dimensions of strategic sovereignty were (0.461*, 0.356, 0.542, 0.468*) respectively, all at a 0.05 significance level (95% confidence). The corresponding calculated Z-values were (5.685, 4.245, 6.921, 5.786), each exceeding the tabular value of (1.96).

Table (6): Correlation Coefficient Values Between Strategic Positioning and the Dimensions of Strategic Sovereignty

Independent variable	Statistical indicators	Influence area	Competitive pressure	Competitive structure	Strategic renewal	Strategic sovereignty	Number of accepted hypotheses and their explanation
Strategic Positioning	R	0.468**	0.542**	0.356**	0.461**	0.556**	5
	Sig	0.000	0.000	0.000	0.000	0.000	100%
	Z	5.786	6.921	4.245	5.685	7.149	A positive direct relationship with a level ranging from (acceptable to average)

Number of accepted null hypotheses = 0 / Number of accepted alternative hypotheses = 5

Significance level = (0.05) / Table (Z) value = (1.96) / Sample size = (133)

Resource: Results of the statistical program SPSS V.28

4.2. Testing the Influence Hypotheses Between the Study Variables

Testing the Second Main Hypothesis: "There is a significant effect of strategic positioning on strategic sovereignty at the level of the oil exploration company".

The regression equation is as follows:

$$\text{Strategic Sovereignty} = 0.421 (\text{Strategic Positioning}) + 2.094$$

The results, presented in Table (7) and Figure (7), show that the calculated F-value reached 58.696, which is greater than the tabular value of 3.94 at a significance level of 0.05, with a 95% confidence level. This confirms the validity of the model for analysis.

Moreover, the adjusted coefficient of determination (R^2) was 0.30, indicating that 30% of the variance in strategic sovereignty is explained by strategic positioning, which was the independent variable introduced into the model.

The constant (α) value of 2.094 indicates that there is a baseline level of strategic sovereignty even when strategic positioning is equal to zero. The parameter (β) value of 0.421 suggests that a one-unit increase in strategic positioning results in a 42% increase in strategic sovereignty. This effect is statistically significant, as evidenced by the calculated t-value of 7.661, which is greater than the tabular t-value of 1.984.

Accordingly, the second main hypothesis is supported.

Table (7): The Impact of Strategic Positioning on Strategic Sovereignty

Dependent variable	Independent variable		(t)	(R^2) Adj	(F)	Sig	Decision and explanation
	(α)	(β)					
Strategic sovereignty	Strategic positioning	2.094	9.797	0.309	0.304	58.696	0.000
		0.421	7.661				The validity of the hypotheses is confirmed, i.e. there is a positive, significant effect of strategic positioning on strategic sovereignty.

Number of accepted null hypotheses = 0 / Number of accepted alternative hypotheses = 5
(Scheduled value of (F) = (3.94) // Table value of (t) = (1.984) // Sample size = (133)

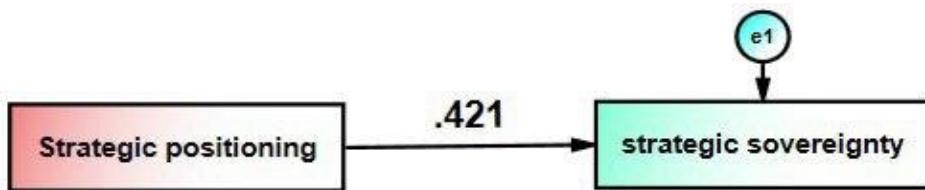


Fig. (7): Analyzing the impact of strategic positioning on strategic sovereignty

5. Conclusions

1. Strategic positioning is regarded as one of the modern concepts in strategic management. Its importance lies in being a key element that industrial companies incorporate into their long-term plans to secure a sustainable and competitive position within their industrial environment.
2. The study concludes that the company under investigation relies on strategic plans and procedures to maintain its competitive position. This approach aims to position the company effectively and create added value for its stakeholders by implementing unique activities that distinguish it from competitors, thereby strengthening its market position and ensuring continued success.
3. The company also adopts creative and innovative approaches, as evidenced by its forward-looking visions and strategies. It strives to secure a distinct competitive advantage by focusing on restructuring its operations to maintain and reinforce its market position.
4. The study highlights that the company aims to achieve strategic sovereignty through several key dimensions. These include its area of influence, as it is the only national company in Iraq responsible for providing seismic point services, conducting evaluation studies, and processing results. In terms of competitive pressure, the company maintains a strong workforce of skilled professionals and experts, along with advanced electronic equipment and software, enabling it to face competition from foreign companies operating in the oil sector. Furthermore, the company demonstrates competitive construction capabilities through its future-oriented vision and ample human, financial, and electronic resources. It also focuses on strategic renewal by updating its plans and attracting creative ideas and innovations from both internal and external sources.
5. The practical findings confirm that strategic sovereignty significantly enhances the company's ability to confront competition through renewal, development, and innovation. In essence, it strengthens the company's overall position within its business environment.

6. It has also been found that the company's ability to adapt to rapid changes and ongoing technological advancements is bolstered by its strategic sovereignty, which serves as a key source of organizational strength.

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