

The Impact of Organizational Ambidexterity on Creating Shared Value: An Analytical Study of Food and Drinking Manufacturing in the Kurdistan Region of Iraq (KRI)

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Abstract

This article aims to identify the impact of organizational ambidexterity on creating shared value, focusing specifically on the food and drink industry in the Kurdistan Region of Iraq (KRI). The sample of the current study consists of 201 managers; in Erbil, 97 respondents from 97 factories participated, while in Suleimani, 50 respondents from 50 factories agreed to participate, in Duhok, 54. Through a deductive quantitative research approach, this study utilizes a questionnaire survey (see Appendix One) administered to owners and top managers of food and drink factories in the KRI. The questionnaire measures organizational ambidexterity using two latent variables: exploration and exploitation, and creating shared value using two latent variables: creating economic value and creating social value. Structural equation modelling (SEM) with AMOS v24 software is employed for data analysis. The results of this study contribute to understanding how organizational ambidexterity influences the creation of shared value in the context of food and drink factories in the KRI. The findings shed light on the strategies and practices that enable firms to achieve sustainable competitive advantage while simultaneously benefiting the economy and society. The study's findings also recommend prioritizing sustainable practices for environmental impact reduction, social well-being promotion, and long-term business sustainability to create shared value in the food and drink industry.

Keywords: *Creating Economic Value; Creating Social Value; Creating Shared Value; Drink and Food Manufacturing; Organizational Ambidextrously; Kurdistan Region, Iraq*

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Introduction

In today's rapidly changing and competitive business landscape, organizations are increasingly recognizing the significance of creating shared value, which involves pursuing strategies and practices that simultaneously generate economic value and address societal needs (Porter & Kramer, 2011). This concept emphasizes the interdependence between businesses and the communities in which they operate, highlighting the potential for mutual benefits and sustainable development. One critical determinant of achieving shared value is organizational ambidexterity (Gibson & Birkinshaw, 2004). Organizational ambidexterity, a concept gaining attention in management research, refers to an organization's ability to balance and integrate exploratory and exploitative activities simultaneously (Peng, et al., 2019; Chakma, Paul & Dhir, 2021; Kassotaki, 2022; Kumkale, 2022). Exploratory activities involve innovation, experimentation, and adaptation, while exploitative activities focus on efficiency, optimization, and leveraging existing resources (Raisch et al., 2009). Organizational ambidexterity allows businesses to adapt to changing

market conditions, seize new opportunities, and maintain a competitive edge. While the importance of organizational ambidexterity and shared value creation has been acknowledged in the literature, the role of Organizational ambidexterity in creating shared value has not been explored extensively in the literature. On the other hand, the concept of shared value has come to be recognized as a strategic framework for firms to tackle societal needs and challenges while also generating economic value (Porter & Kramer, 2018).

Research problem

The food and beverage manufacturing sector in the Kurdistan Region of Iraq faces challenges in creating shared value, with issues related to operational obstacles, social and environmental misconduct, and limited empirical studies. The implementation of shared value strategies in this specific industry and geographical area is understudied, as is the independent role of organizational ambidexterity. Therefore, the research problem is to investigate the impact of organizational ambidexterity on creating shared value in the food and beverage manufacturing sector in the Kurdistan Region of Iraq.

In recent times, the term "creating shared value" has gained significant attention in both corporate practice and management theory. In 2011, Porter and Kramer introduced a new concept called Creating Shared Value (CSV) To tackle the decline of trust in the relationship between society and business, (Liel von & Liel von, 2016). Companies and the communities they operate are in inherently interconnected, and both parties rely on each other for effective functioning (Liel von & Liel von, 2016). Therefore, this article aims to address this research gap by examining the impact of organizational ambidexterity on

creating shared value in the food and drink industry within the Kurdistan Region of Iraq (KRI).

Research aim and objectives

The article aims to examine the existing literature and theoretical framework about the concept of organizational ambidexterity and shared value. It will also present empirical evidence derived from case studies of firms that have effectively created shared value through their marketing activities, with a focus on the influence of organizational ambidexterity on the creation of shared value. Based on the study aim, the current study can be divided into the two objectives:

1. To determine the correlations between organizational ambidexterity and creating shared value in the food and beverage manufacturing industry of the KRI.
2. To determine the role of organizational ambidexterity in creating shared value in the food and beverage manufacturing industry of the KRI.

Research questions

To achieve research objectives, the following main research question should be addressed: “What are the impacts of entrepreneurial marketing on creating shared value through the mediating role of organizational ambidexterity in the food and drinking factories of KRI?”

To address the main research question, the following sub-questions arise, and their responses contain necessary vital information.

RQ1: Is there a significant correlation between entrepreneurial marketing and organizational ambidexterity in food and drink industry in KRI?

RQ2: Does organizational ambidexterity have a significant and direct impact on creating shared value in the food and drink industry in KRI?

Significance of the study

The significance of this study lies in its contribution to understanding the relationship between key factors such as innovativeness and risk management and their impact on creating social and economic value in the food and drink industry. The findings provide insights and recommendations for managers and owners of factories in the KRI to guide their decision-making and strategic planning, ultimately leading to enhanced sustainability, competitiveness, and stakeholder satisfaction. Furthermore, by emphasizing the importance of sustainable practices and innovation, the study highlights the potential for organizations to address social and environmental challenges while achieving economic success simultaneously. Overall, the significance of this study lies in its practical implications for creating shared value and fostering sustainable development in the food and drink industry.

Literature review

Concept of Organizational Ambidextrously

As observed by Maier (2015), the origin of the word ambidextrous comes from the Latin roots ambi-, which means “both,” and dexter, giving the meaning “right” or “favorable.” Thus, ambidextrous meaning in English having the ability to use both hands, the right and left, equally well at the same time. In 1976, ambidexterity was introduced by Duncan to the literature of management, the ability to use both hands. Duncan has defined organizational ambidexterity, as the capability of the organization to use one hand, which be remain efficient and aligned in coping with business demands of today (exploitation) while as

the other hand must be stayed to changes in the environment of the business at the same time (exploration).

There is a noticeable correlation between the concept of organizational ambidexterity and the two concepts of exploitation and exploration. Professor James March united the two concepts of exploitation and exploration in terms of ambidexterity for the first time in 1991. As quoted by March (1991), two different types of activities are radically different and need a precise allocation of an organization's resources. Therefore, March calls for the forming of diverse organizational structures, processes, strategies, and separated organizational contexts (Devins and Kähr, 2010). Similar to March's research, ambidexterity has been defined by Tushman and O'Reilly (1996: 24) as “the ability to simultaneously pursue both incremental and discontinuous innovations and change.” Scholars related to the concept of organizational ambidexterity clearly indicate that organizational ambidexterity requires the organizations to use exploitation and exploration. Organizational ambidexterity in this study can be defined as the capability of a firm to effectively balance and integrate activities related to creating shared value such as opportunity recognition, innovation, resource leveraging, and risk-taking, in order.

Dimensions of Organizational Ambidexterity

Although there are several dimensions of organizational ambidexterity depending on the objectives and various philosophies of their sponsors, this study is limited to the two main dimensions of organizational ambidexterity which are the most used ones: exploitation and exploration. According to numerous researchers, exploitation and exploration are the two main dimensions of organizational ambidexterity (Raisch & Birkinshaw, 2008; Simsek, 2009;

Bierly et al., 2009; Donate and Guadamillas, 2011; Cegarra-Navarro et al., 2017; Severgnini, Vieira and Galdamez, 2018; Husien, ALhamdany, & Kataa, 2020; Guerra, & Camargo, 2021; Katou, 2021; Shlaka, & Jassem, 2022). The study aims to investigate the impact of entrepreneurial marketing dimensions on creating shared value. Organizational ambidexterity, characterized by the simultaneous pursuit of exploitation and exploration, can serve as a mediating factor in this relationship. By exploring how entrepreneurial marketing dimensions influence organizational ambidexterity, the thesis seeks to understand how these dimensions can drive the creation of shared value in the food and beverage industry.

1. Exploitation

The exploitation dimension refers to organizational activity or function that enables the organization to effectively use and spread all of its available resources, particularly its own knowledge, and to promote its own existence as a result (March 1991; O'Reilly and Tushman, 2008). As mentioned before, exploitation is the term used to illustrate an organization's ability to remain aligned and efficient in dealing with the demands of today's business (Maier, 2015). Exploitation dimension is based on the idea that the organization is fully aware of all of its own internal capabilities and external prospects. Organizations that focus on exploitation anticipate working in a setting where issues are well-defined and solutions are obvious. These organizations place a strong emphasis on the tasks they are currently engaged on, their existing business model, attaining their near-term objectives, and preserving their current market position (Gözen, 2018).

Activities of exploitation also known as incremental innovations are those activities that seek to implement, fill, and encourage the change process in exploration of a persistent improvement, being qualitative change in existing product, being improvement in process of an industry, opening of a new market in order to trade current goods and development of raw material's new sources or other contributions (Soares, dos Reis, da Cunha, and Neto, 2018). An organization with great exploitation level is capable of gaining superior efficiency in the selection, implementation, production, enhance its operations, and implementation of its procedures (March 1991).

To thrive, company exploitation actions are crucial because these are the implements that will empower the organization to continuously develop, pursue improvements in operations and products of the organization, and, then, work further efficiently (O'Reilly III and Tushman, 2004). In the previous year, it has been seen that great companies such as Blackberry and Nokia struggling awfully because these companies concentrated on exploitation and constant improvements at a time while an entire novel marketplace with novel players was emergent the market of smartphone. Thus, the major challenge for organizations is only focus on exploitation is the ability trap, not being capable to react to the changes of environmental (Soares, dos Reis, da Cunha, and Neto, 2018).

In a brief, as cited by Soares, dos Reis, da Cunha, and Neto (2018), organizations concentrated on activities of exploitation to create progressive advancements in current goods or process, in arrange to improve the added value of the company, impacting the common rate of efficiency development, coming about from expanded specialized effectiveness, efficiency, accuracy within the forms, among other elements that look for to attain way superior

quality of the goods, at the side the lessening of costs or the profit margins increment .

2.Exploration

Exploration dimension related to the activities of innovation beyond the organization' core competencies: where new technologies or/and new markets are being explored (Maier, 2015). March (1991) defines exploration as initiatives that strive for research, investigation and innovation of a new technology in an organization. Exploration permits the business to grow both domestically and internationally and to make investments for the future (March 1991, O'Reilly and Tushman, 2008). Exploration actions are crucial for an organization's development, as through them organizations will be able to attain solid technological advances, leading to deep changes in their products and /or services, and processes of productivity (Tushman and O'Reilly III, 2004). According to Popadik (cited in Maier,2015), exploration actions refer to search, research, study, survey, experimentation, observation, discovery, entrepreneurship, and prospecting for creation of new knowledge which could be created from internal and external environment. New or different product, service or processes which still is not available in the market is the outcome of exploration actions (Maier, 2015).

After understanding the main contrast between exploitation and exploration, it is essential to emphasize that the strategies assumed by the organization tend, of course, to direct the company toward the development of an innovation type. However, several organizations that have a further advanced administration model are capable of equalization the conceptions of their innovations, acting in adjusted and coordinated methods on exploitation and

exploration actions. These organizations are therefore classified as organizational ambidexterity. (Soares, dos Reis, da Cunha, and Neto, 2018).

The effective allocation of resources is the most significant factor. The speed of exploitation activities may be slowed down if additional resources are diverted to exploratory activities, which might lead to increased service costs. In other words, putting too much emphasis on exploration activities may lead the company to lose effectiveness and move away from economies of scale. On the other side, a concentration on exploitation that is too intense might reduce the awareness of the organization for new opportunities and cause it to fall into a constant routine. Instead, by engaging in exploration activities, an organization may create an environment where the development of new knowledge is fostered by a centralized structure and a leadership that prioritizes innovation (Raisch et al., 2009; Lin and Mc Donough, 2011). In this manner, no immediate results may be obtained, but the organization promotes positively to its long-term performance and sustainability. The concept of exploitation dimension is centered on subjects like production, efficiency, and utilization, whereas the concept of exploration is concentrated on innovation, investigation of new prospects, and change (March 1991). However, organizations should manage these two dimensions well at the same time (Chaharmahali and Siadat, 2010). Therefore, organizational ambidexterity is enables organizations that simultaneously manage both functions successfully.

Creating Shared Value

Concept of Creating Shared Value

Creating shared value, as described by Porter and Kramer (2011), refers to the implementation of policies and operational practices that enhance a company's competitiveness while also improving the economic and social conditions of the communities it operates. Another perspective provided by Tosovic-Stevanovic (2021) defines shared value as the initial phase towards a new form of economy that encompasses all aspects of the community and fosters collaboration among organizations, employees, customers, and society. Hence, the concept of creating shared value emphasizes establishing and strengthening the connections between society and economic growth, based on the principle that value principles should be applied to both social and economic progress. In summary, creating shared value can be defined as the process of generating economic value to achieve a sustainable competitive advantage for a company through the creation of social value.

Dimensions of Creating Shared Value

The dimensions of creating shared value vary among scholars based on their research objectives. However, according to Porter and Kramer (2011), who introduced the concept of creating shared value, it encompasses two dimensions: economic and social. These dimensions are considered essential for a firm's success. Therefore, creating shared value (CSV) can be understood as the combination of economic value and social value creation.

Creating Economic value

The term "economic value" refers to the significance of something concerning economic concerns for individuals and society. In economics, the concept of the "value of commodity" and its associated principles provide a practical and unavoidable means of realizing economic value (Wang, 2018,

February). Arengi, Camodeca, and Almici (2021) define economic value as a company's or government's ability to harness the potential of all individuals through innovative processes. Engizek and Eroğlu (2022) describe economic value as the perceived financial benefits derived by consumers from a good or service. Ratten (2022) explains economic value as the financial advantage gained from acting. In essence, economic value represents the maximum price a buyer is willing to pay for a product or service. While other forms of value hold significance, economic values must be considered when making economic decisions. Economic value assessments are based on individuals' desires and preferences.

Creating Social Value

The creation of social value is a relatively new area of study that encompasses social, economic, and commercial aspects. In social terms, value is defined as a comprehensive term that encompasses broader outcomes, and organizations that deliberately strive to ensure positive impacts can be seen as creating social value, benefiting individuals, communities, and society as a whole, and contributing to their long-term well-being and resilience (Rehman, Khaliq & Galib, 2021). The social domain encompasses human activities relevant to social and public sustainability, including health, education, human rights, labor rights, social equity, culture, community development, social responsibility, social justice, social capital, peacekeeping, and community resilience (Ritala, Albareda, & Bocken, 2021). Scholars have discussed several significant ways to create social value in the context of creating shared value. One example is nutrition, where the delivery of low-cost micronutrient-fortified spices in the workplace can contribute to shared value (Porter and Kramer, 2011; Pfitzer et al., 2013; Crane et al., 2014). Health is another important area

where social value can be created through a social business approach to enhance medical care (Pfitzer et al., 2013). Additionally, sustainability initiatives that include environmental preservation and resource conservation can also create social value (Porter and Kramer, 2006; Pfitzer et al., 2013; Crane et al., 2014).

The Impact of Organizational Ambidexterity on Creating Shared Value

The nature of the relation of organizational ambidexterity with creating shared value still has not been investigated. However, there are few signs of this relation in some relevant studies. According to Lashitew, Bals and van Tulder (2020) the concept of organizational ambidexterity is extremely important for comprehending creating shared value processes, which constitute important aspects of organizational learning, change and adaptation (Battilana and Lee 2014). As stated by Porter & Kramer (2011), creating shared value related to the construction of a new value system in where companies actively contribute to resolving the serious and difficult societal and environmental catastrophe that mankind is currently facing. To generate double externalities and achieve its primary goal of raising profit margins, creating shared value encourages companies to view social and environmental concerns as economic opportunities.

The fundamentals of global competitiveness and how businesses should be operated have been changed by the demand for delivering economic and social results. Therefore, for organizations to be able to create shared value, strategies developed to explore resources, make money, and sustain development, in the long run, would also need to be renewed. Pacheco and Vargas (2017) mentioned that organizational ambidexterity is relevant to this discussion as managers and organizations cope with a significant issue. The fit or alignment of strategy,

structure, and culture must be continually improved in the short term through incremental innovations (Tushman and O'Reilly, 1996). However, in the long run, they may be forced to realign their organizational strategy and, sometimes, damage their primary asset (Tushman and O'Reilly, 1996).

To overcome the success paradox, Tushman and O'Reilly (1996) said that there is a need for ambidextrous organizations. In order for businesses to simultaneously pursue competing but related demands, Hahn and colleagues (2016) believe that ambidexterity is a key antecedent of corporate social performance. Additionally, Gao and Bansal (2013) found in their study that business must accept and embrace the conflicts that come with social issues, in order to have excellent social performance.

In a recent study, Barrutia & Echebarria (2022) examined the contribution of exploitative and explorative innovation to local authorities in charge of sustainability-related innovation's judgments of economic and social value. The study's findings indicate that exploitative and exploration innovation has a beneficial impact on economic value, but there is also a negative interaction effect. In addition, the study looks at the relationship between exploitative and exploratory innovation and another aspect of value: social value. The study concludes that exploration contributes more to social value while exploitation contributes more to economic value.

As stated by Heirati, O'Cass, & Sok, (2017), organizational ambidexterity is necessary for new product development, particularly for companies that operate in fiercely competitive emerging markets. The literature has identified two types of product innovation: exploratory product innovation, which reflects the firm's ability to create new processes focused on the development of a new

product, and exploitative product innovation, which reflects the firm's ability to improve current processes focused on the development of new products. To access new markets, new technological capabilities, and new products/services, exploration as one dimension of organizational ambidexterity entails the discovery of new information from the learning obtained via processes of variety and deliberate experimentation (Jansen et al., 2009). Thus, creating shared value can be impacted by organizational ambidexterity because creating new products and markets is the first way of creating shared value (Porter & Kramer, 2011).

Research Conceptual Framework and Hypotheses

This study developed a conceptual framework (Figure 1) and hypotheses based on a literature review. Based on the conceptual research framework, several hypotheses will be tested.

First main hypothesis: There is a significant correlation between the independent variable and the dependent variable.

Table 1: Sub hypotheses of first main hypotheses

H1 a	There is a significant correlation between the exploitation (EXT) dimension and Creating Shared Value (CRSV) variable.
H1 b	There is a significant correlation between the exploration (EXR) dimension and Creating Shared Value (CRSV) variable.

Source: prepared by the researcher.

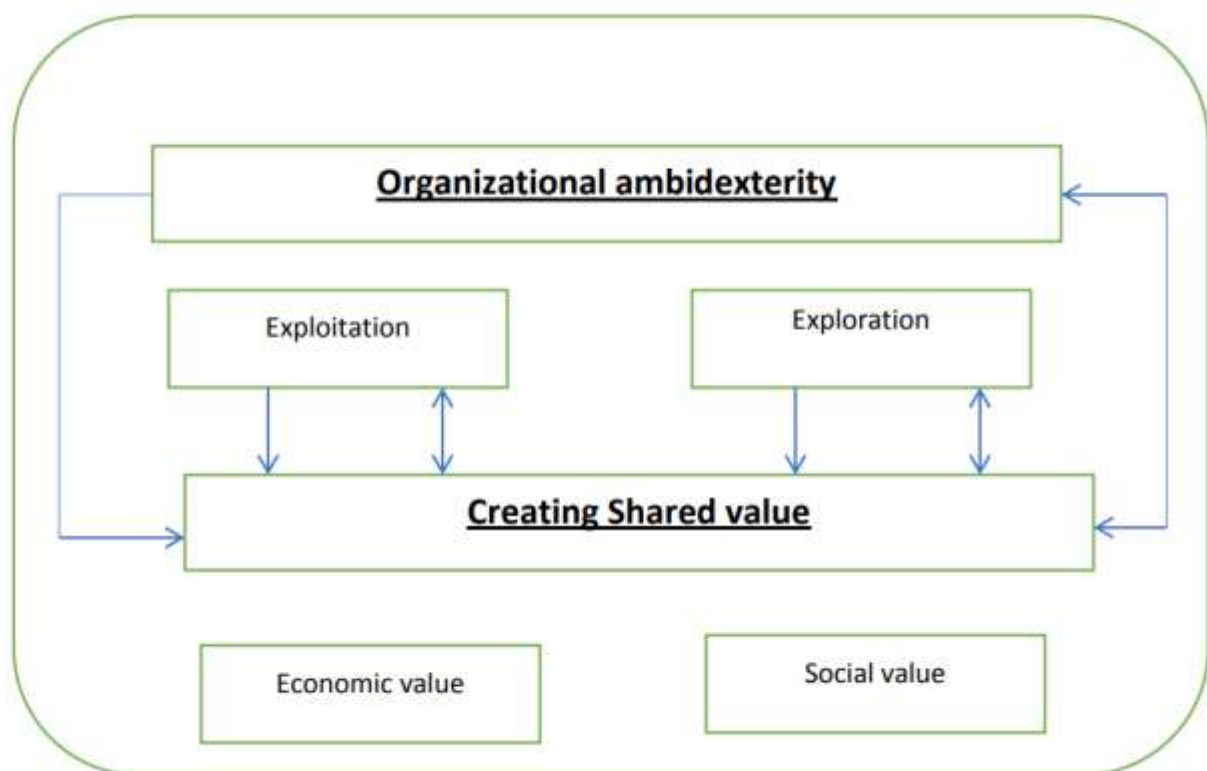
The Second Main hypothesis: There is a positive and significant influence of Organizational Ambidexterity (OA) on Creating Shared Value (CRSV).

Table 2: Table 2: Sub hypotheses of Second main hypotheses

H2 a	There is a positive and significant influence of the Exploitation (EXT) dimension on the Creating Shared Value (CRSV) variable.
H2 b	There is a positive and significant influence of the Exploration (EXR) dimension on Creating Shared Value (CRSV) variable.

Figure 1: The conceptual framework

Source: prepared by the researcher



Source: prepared by the researcher

Research Method

The current study follows a deductive approach and utilizes the quantitative method to examine the Correlation between organizational ambidexterity and creating shared value in the food and drink industry in the Kurdistan Region of Iraq (KRI). Data collection was conducted through a questionnaire form, available in Kurdish, Arabic, and English, which was distributed to the owners/top managers of the factories. The questionnaire form was designed based on previous research to ensure validity (Azadegan & Dooley, 2010; Bravo, Ruiz-Moreno, & Montes, 2018; Wu et al., 2022). Organizational ambidexterity was measured using two latent variables: Exploration (six indicators) and Exploitation (six indicators), while creating shared value was measured using two latent variables: creating economic value (eight indicators) and creating social value (eight indicators).

The initial questionnaire form was validated with 38 respondents from food and drink factories, and the construct validity of the indicators was confirmed through corrected item-total correlations. Cronbach's alpha statistics indicated a reliable scale. To obtain accurate data on the exact number of food and beverage factories in Kurdistan which will be the Total Population Sampling for this study. To determine the sampling size, the researcher contacted the Ministry of Statistics and Planning and the Ministry of Commerce and Industry to obtain the exact number of food and beverage factories in Kurdistan. The researcher found that the list of factory names available on the website of the Ministry of Commerce and Industry would serve as the most appropriate source. Thus, the sampling size for the study consists of the list of food and drink factories registered in the government databases that sell products to retail businesses. According to GOV.KRD (2023), there were 189 food and drink factories in Erbil, 71 in Suleimani, and 68 in Duhok that met the

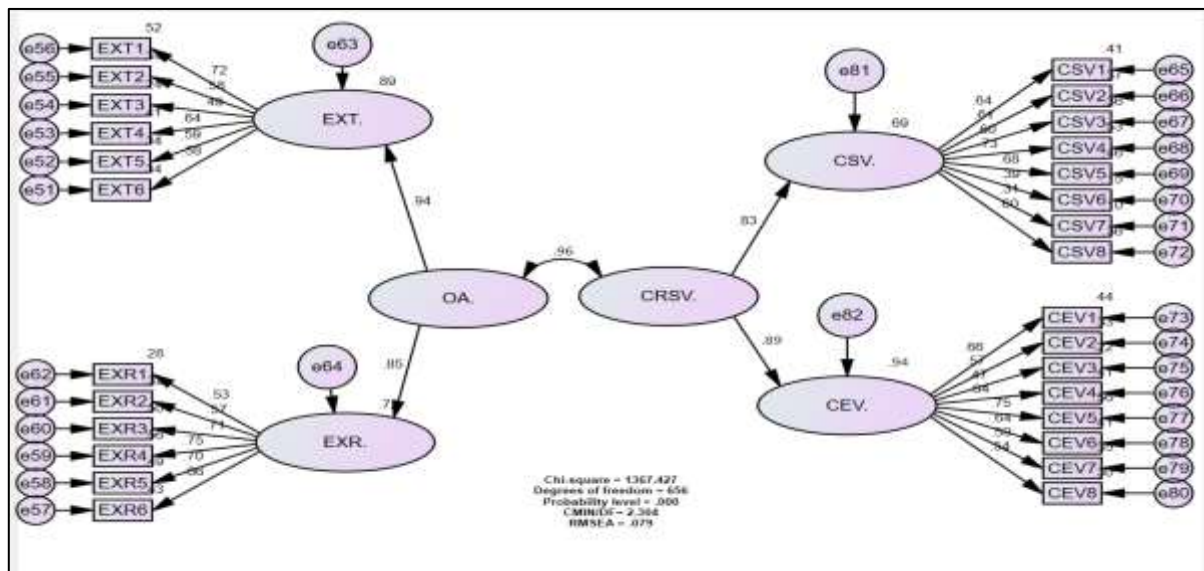
inclusion criteria. The researcher aimed to approach 328 managers from 328 companies between October 7, 2022, and December 15, 2022, to participate in the questionnaire. The questionnaires were distributed through interviews and email communication. The sample of the current study consist of 201 managers; in Erbil, 97 respondents from 97 factories participated in the study, while in Suleimani, 50 respondents from 50 factories agreed to participate, in Duhok, 54 participants were included. Structural equation modelling (SEM) with AMOS software was employed for data analysis (Pfitzer et al., 2013; Crane et al., 2014).

Data Finding and Analyse

1- Analysing the correlations between Creating Shared Value (CRSV) and Organizational Ambidexterity (OA):

The results below show the analysing correlations relationships between Organizational Ambidexterity (OA) variable and Creating Shared Value (CRSV) variable which were presented in Table (3) and Figure (2), depending on the statistical program (AMOS-24). Figure (2) shows that there is a direct and significant correlation between Creating Shared Value (CRSV) variable and Organizational Ambidexterity (OA). Additionally, the model is fully consistent with the Goodness of Fit Index. The indicators extracted for this model were as follows: CMIN/DF value (2.304), RMSEA value (0.079), level of significance (0.000), the value of (Chi-square) calculated is (1367.427), which is greater than its tabular value of (124.342).

FIGURE 2: STRUCTURAL MODEL OF THE CORRELATION BETWEEN ORGANIZATIONAL AMBIDEXTERITY (OA) VARIABLE AND CREATING SHARED VALUE (CRSV).



Source: prepared by the researcher from the results of (AMOS) statistical analysis.

The results presented in the table below (3) and figure above (2) indicate that there is a positive correlation with statistical significance at the level (0.05) between the Creating Shared Value (CRSV) variable and Organizational Ambidexterity (OA). The value of the correlation coefficient between them was (.961), which is a high significant value. Moreover, the critical value (C.R.) reached (5.409) which is higher than (2.56) with low standard errors. S.E. This indicates the strength of the positive relationship between these two variables. **As a result, the first main Hypothesis accepts that states, “There is a significant correlation between Organizational Ambidexterity (OA) and Creating Shared Value (CRSV) variable”.**

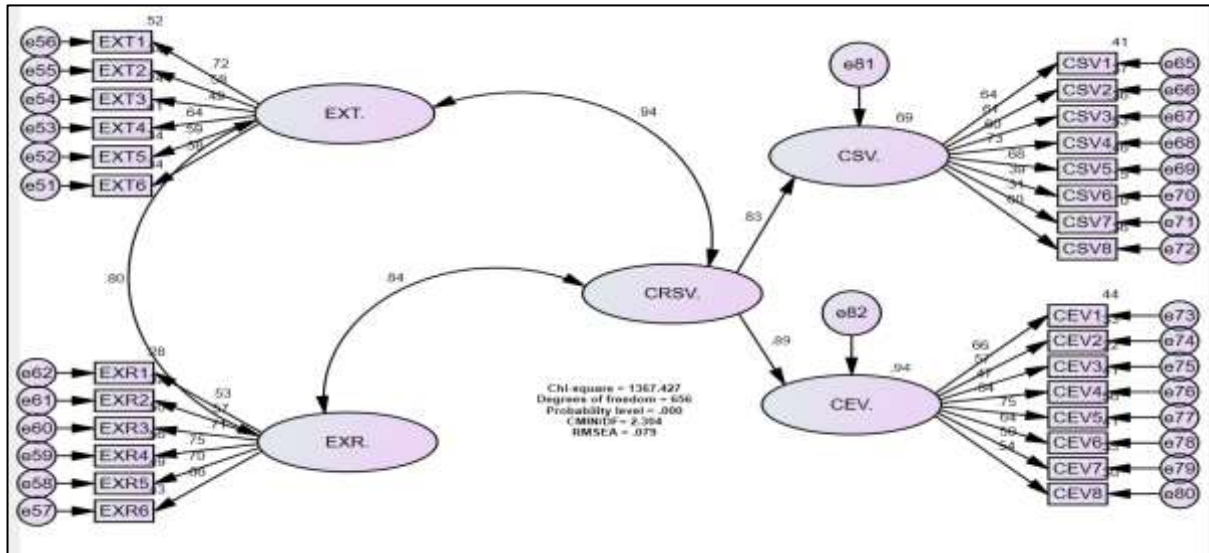
Table 3: Paths and parameters of correlation between Organizational Ambidexterity (OA) and variable Creating Shared Value (CRSV) variable.

Paths			Correlations (R)	Estimate	Standard Error	Chi-Square	df
CRSV	-->	OA	.961	.219	.040	5.409	.000

Source: prepared by the researcher from the results of (AMOS) statistical analysis.

In addition, Figure (3) shows that there is a significant correlation between the Creating Shared Value (CRSV) variable and Organizational Ambidexterity (OA) dimensions represented by: Exploitation (EXT) and Exploration (EXR). The model is fully consistent with the Goodness of Fit Index. The indicators extracted for this model were as follows: CMIN/DF value (2.304), RMSEA value (0.079), level of significance (0.000), the value of (Chi-square) calculated is (1367.427), which is greater than its tabular value of (124.342).

Figure 3: Structural model of correlation between Organizational



Ambidexterity (OA) dimensions and Creating Shared Value (CRSV) variable.

Source: prepared by the researcher from the results of (AMOS) statistical analysis.

The value of the correlation coefficient between Creating Shared Value (CRSV) variable and Organizational Ambidexterity (OA) dimensions represented by Exploitation (EXT) and Exploration (EXR) is (.939), and (.843) respectively which are high significant value. Moreover, the critical value (C.R.) reached (5.409), (5.534) respectively which is higher than (2.56) with low standard errors. S.E. This indicates the strength of the positive relationship between them.

Table 4: Paths and parameters of correlation between Organizational Ambidexterity (OA) dimensions and Creating Shared Value (CRSV) variable

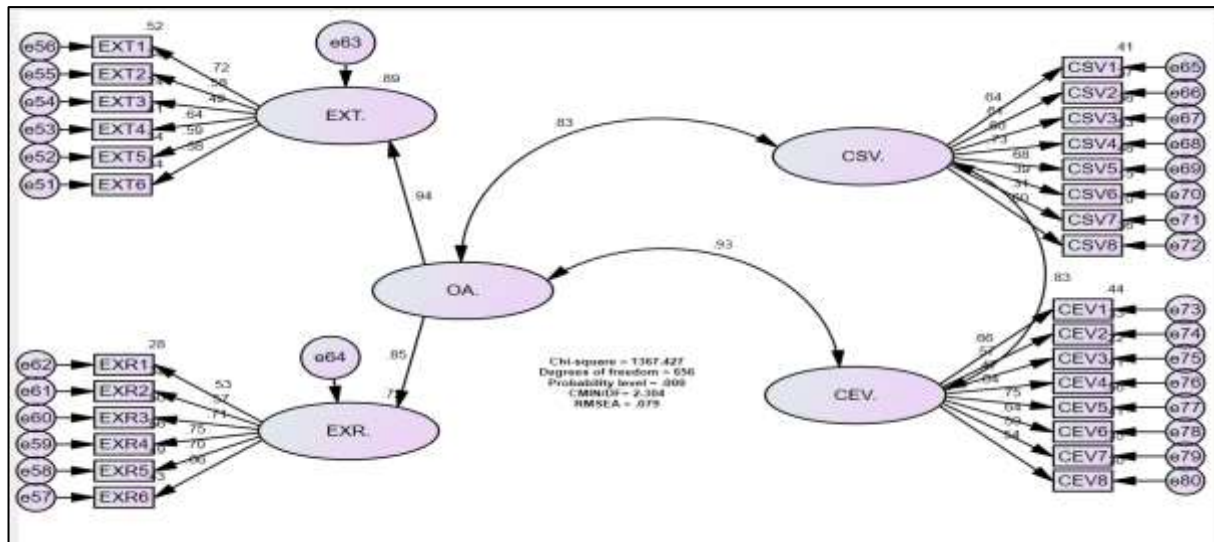
Paths	Correlat	Es		C.R	P
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			ions (R)	time	.E.	.	.
RSV	-->	XT	.939	.2 19	. 040	5.40 9	. 000
RSV	-->	XR	.843	.1 86	. 034	5.53 4	. 000

Source: prepared by the researcher from the results of (AMOS) statistical analysis.

Furthermore, Figure (4) shows that there is a significant correlation between the Organizational Ambidexterity (OA) variable and Creating Shared Value (CRSV) dimensions represented by Creating Social Value (CSV) and Creating Economic Value (CEV). The model is fully consistent with the Goodness of Fit Index. The indicators extracted for this model were as follows: CMIN/DF value (2.304), RMSEA value (0.079), level of significance (0.000), the value of (Chi-square) calculated is (1367.427), which is greater than its tabular value of (124.342).

Figure 4: Structural model of correlation between Organizational Ambidexterity



(OA) variable and Creating Shared Value (CRSV) dimensions

Source: prepared by the researcher from the results of (AMOS) statistical analysis.

Furthermore, Figure (6) shows that there is a significant correlation between the Creating Social Value (CSV) dimension and the Organizational Ambidexterity (OA) dimensions represented by Exploitation (EXT) and Exploration (EXR). The model is fully consistent with the Goodness of Fit Index. The indicators extracted for this model were as follows: CMIN/DF value (2.645), RMSEA value (0.79), level of significance (0.000), the value of (Chi-square) calculated is (441.647), which is greater than its tabular value of (124.342).

Therefore, table (5) shows the results of sub-hypotheses derived from the First main hypothesis

Table 5: Results of first sub hypotheses

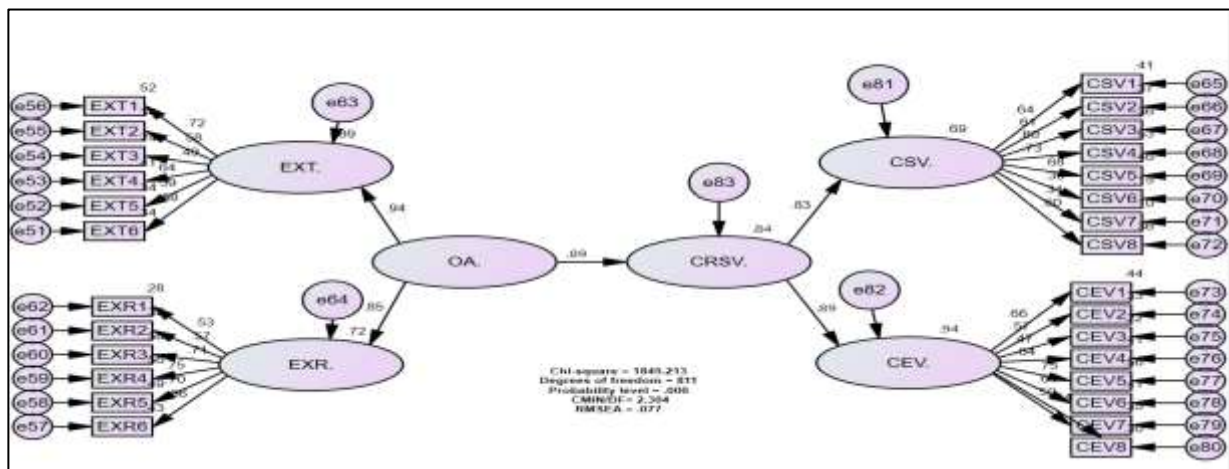
H1 a	There is a significant correlation between the Creating Shared Value (CRSV) variable and Exploitation (EXT) dimension.	Accepted
H1 b	There is a significant correlation between the Creating Shared Value (CRSV) variable and Exploration (EXR) dimension.	Accepted

Source: prepared by the researcher.

2. Influence of Organizational Ambidexterity (OA) on Creating Shared Value (CRSV):

The Second main hypothesis states that there is a positive and significant influence of Organizational Ambidexterity (OA) on Creating Shared Value (CRSV). Figure (5) shows that there is a positive and significant influence of the Organizational Ambidexterity (OA) variable on Creating Shared Value (CRSV). The model is fully consistent with the Goodness of Fit Index. The indicators extracted for this model were as follows: CMIN/DF value (2.304), RMSEA value (0.077), level of significance (0.000), the value of (Chi-square) calculated is (1845.213), which is greater than its tabular value of (124.342).

Figure 5: results of the influence of Organizational Ambidexterity (OA) variable



on Creating Shared Value (CRSV) variable.

Source: prepared by the researcher from the results of (AMOS) statistical analysis.

Besides, the value of the Standardized Regression Weight (S.R.W.) is (0.889), and this means that the Creating Shared Value (CRSV) variable will increase by (88.9%) if interest in Organizational Ambidexterity (OA) variable increases by one unit at the level of the study sample. As shown in Table (6), the value of the Squared Multiple Correlations (R^2) amounted to (.83.9), and this means that the Organizational Ambidexterity (OA) variable can explain (83.9%) of the changes that occur in achieving Creating Shared Value (CRSV) variable. This value is considered significant because the value of the Critical Ratio (C.R.) shown in Table (9) of (5.612) is a significant value at the level of significance (0.000) shown in the same table. **The Second main hypothesis as a result is accepted and states there is a positive and significant influence of organizational Ambidexterity (OA) on Creating Shared Value (CRSV).**

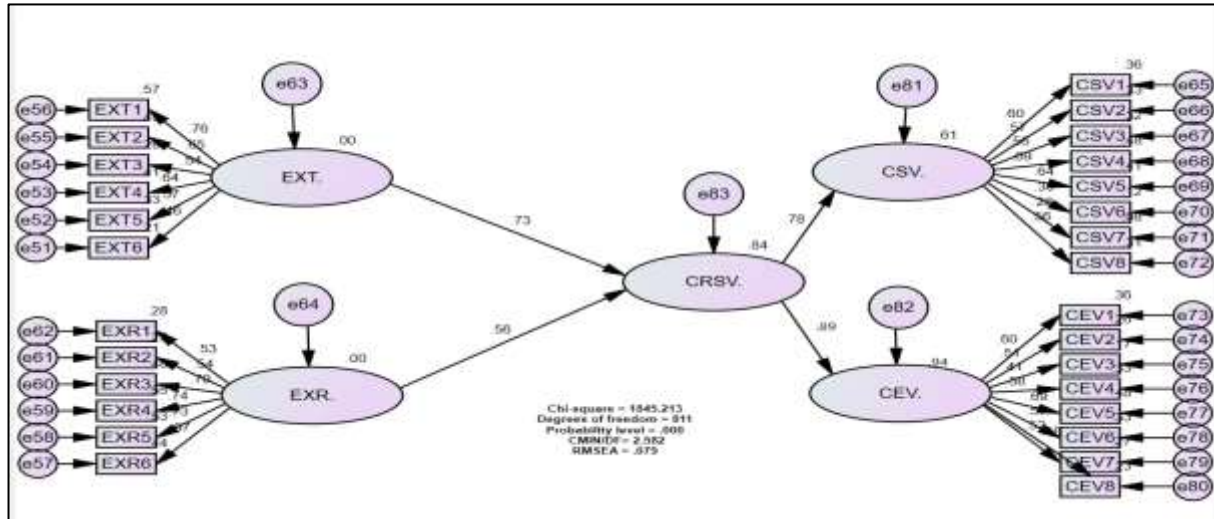
Table 6: Paths and parameters influence of Organizational Ambidexterity (OA) variable on Creating Shared Value (CRSV) variable.

Paths			R^2	S. R.W.	S.E .	C .R.	P
M	--->	C RSV	0.92	.889	.19 1	5. 612	. 000

Source: prepared by the researcher from the results of (AMOS) statistical analysis.

In addition, figure (6) shows the outcomes of the influence of Organizational Ambidexterity (OA) dimensions through Exploitation (EXT) and Exploration (EXR) on Creating Shared Value (CRSV). The model is fully consistent with the Goodness of Fit Index. The indicators extracted for this model were as follows: CMIN/DF value (2.582), RMSEA value (0.079), level of significance (0.000), the value of (Chi-square) calculated is (1845.213), which is greater than its tabular value of (124.342).

Figure 6: Results of the influence of Organizational Ambidexterity (OA)



dimensions on the Creating Shared Value (CRSV) variable.

Source: prepared by the researcher from the results of (AMOS) statistical analysis.

The value of the Standardized Regression Weight (S.R.W.) are (.726), and (.563). It means that the Creating Shared Value (CRSV) variable will increase by (72.6%) and (56.3%) respectively if interest in Organizational Ambidexterity (OA) dimensions increases by one unit at the level of the study sample. These values are considered significant at the level of significant (0.01) because their value of the Critical Ratio (C.R.) as shown in Table (10) are (5.033) and (5.055) these values are significant values at the level of significance (0.000) shown in the same table since they are greater than (2.56).

Table 7: Paths and parameters influence of the Organizational Ambidexterity (OA) dimensions on Creating Shared Value (CRSV) variable.

Paths	S.R.W	S.E.	C.R.	P
	.			

E XT	- -->	CR SV	.726	.157	5.033	. 000
E XR	- -->	CR SV	.563	.099	5.055	. 000

Source: prepared by the researcher from the results of (AMOS) statistical analysis.

Consequently, table (8) shows the results of sub-hypotheses derived from the second main hypothesis

Table 8: Results of sub-hypotheses derived from the second main hypothesis

H2 a	There is a positive and significant influence of the Exploitation (EXT) dimension on the Creating Shared Value (CRSV) variable.	Acce pt
H2 b	There is a positive and significant influence of Exploration (EXR) dimension on Creating Shared Value (CRSV) variable.	Acce pt

Source: prepared by the researcher

Conclusion

In conclusion, this article has examined the impact of organizational ambidexterity on creating shared value in the context of food and drink factories in the Kurdistan Region of Iraq (KRI). The study employs a deductive quantitative research approach, utilizing a questionnaire survey distributed to owners and top managers of food and drink factories in the KRI. Organizational ambidexterity and shared value creation are measured through latent variables, with the questionnaire's validity and reliability established through existing scales and previous research. The idea of creating shared value highlights the significance of simultaneously generating economic value and addressing societal needs, acknowledging the interconnectedness between businesses and

the communities they serve. Organizational ambidexterity, characterized by effectively balancing exploratory and exploitative activities, is crucial for attaining shared value. While existing literature acknowledges the importance of organizational ambidexterity and shared value creation, this article addresses a specific research gap by examining the role of organizational ambidexterity in creating shared value within the food and drink industry of the KRI. Data analysis employs structural equation modeling to examine the causal relationships between the variables. The findings of this study affirm the significant role of organizational ambidexterity in the creation of shared value. By effectively balancing exploration and exploitation activities, firms can identify new opportunities, drive innovation, and leverage resources efficiently, resulting in the generation of economic and social value. The results shed light on the strategies and practices that enable firms to simultaneously achieve sustainable competitive advantage and contribute positively to the economy and society. The practical implications of this study extend to practitioners and policymakers, providing valuable guidance in formulating effective strategies and policies to promote shared value creation.

7. Recommendations

Based on these findings, several recommendations can be made to guide managers and owners of the factories in the food and drink industry in the KRI. First, adopt sustainable business practices that minimize environmental impact, promote social well-being, and ensure long-term business sustainability. This can include initiatives such as resource conservation, waste reduction, ethical sourcing, and community engagement. Second, emphasize the importance of innovation within the organization. Encourage employees to generate new ideas, experiment with different approaches, and foster a mindset of continuous

learning and improvement. Third, foster collaborations and partnerships with relevant stakeholders, including suppliers, customers, and local communities. By working together, organizations can leverage collective resources and knowledge to address social challenges and create shared value. Fourth, organizations should align their strategies with the social and environmental needs of the communities in which they operate. By understanding and addressing these needs, firms can create products and services that have a positive impact on society while also generating economic value. Fifth, organizations should prioritize the development of a culture that encourages and supports both exploration and exploitation. This can be achieved through leadership commitment, employee training, and the establishment of cross-functional teams that facilitate knowledge-sharing and collaboration. By implementing these recommendations, food and drink factories in the KRI can enhance their organizational ambidexterity and effectively create shared value. This, in turn, can lead to improved competitiveness, increased stakeholder satisfaction, and long-term business success.

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Appendix:

Appendix one: Questionnaire survey

1. Gender: ☐ Male ☐ Female

2. Age: ☐ Less than 25 years ☐ 25 – 35 years ☐ 36 – 45 years ☐ 46 – 55 years ☐ More than 56 years

3. Academic Qualifications: ☐ Secondary certificate and under ☐ Diploma ☐ Bachelor ☐ High Diploma ☐ Master ☐ PhD

4. Years of work in the current factory: ☐ Less than 1 year ☐ 1-2 years ☐ 3-7 years ☐ 8-12 years ☐ 13-17 years ☐ 18 – 22 years ☐ More than 22 years

5. Factory Age: Less than 1 year ☐ 1-2 years ☐ 3-7 years ☐ 8-12 years ☐ 13-17 years ☐ 18 – 22 years ☐ More than 22 years

6. Number of employees in your factory: ()

7. The following statements are related to your factory's work situation and how your factory experiences the situations. Please state to what extent do the following statements apply to your factory?

Statement	Never	Rarely	Sometimes	Often	All ways
We follow healthy lifestyle inside and outside in workplace.					
We care about reducing energy and/or water use					
We care about reducing the raw materials waste.					
We have increased job opportunity.					
We make sure that source of foods and drinks are nutrition.					
We use local products as first options.					
We use local workforce for in our factory.					
We care about protecting environment					
We increased market share					
We reduced cost of production and operations.					
Our factory's products seem to be sold more than other companies with the same or similar products.					
The factory has a formal procedure for interaction and dialog with its customers, suppliers, and other stakeholders.					
We are working to improve financial performance.					
We are contributing to the development of the local economy through profit creation.					
Our factory sells quality products and services that meet the satisfaction of customers to enhance revenue drive of the factory					
Our factory organizes career training programs to generate some income to sustain the organization program					

We invent new products, technologies and Methods for doing things.					
Our employees frequently come up with creative ideas that challenge conventional ones.					
Compared to the competition, a high percentage of our sales come from new products launched in the past years.					
We experiment with new products in our local market.					
The factory uses new distribution channels.					
The factory seeks to approach new customers in new markets.					
We place strong emphasis on improving efficiency.					
We excel at refining existing technologies.					
We frequently adjust procedures, rules, and policies to make things work better.					
We regularly implement small adaptations to existing products.					
Our factory seeks to improve the quality of products and services to keep customers satisfied with the company.					
Our factory seeks to expand the current services and products corresponding to the wishes of customers.					

Any comments:-----

ملخص

يهدف هذا المقال إلى تحديد تأثير المرونة التنظيمية على خلق القيمة المشتركة، مع التركيز بشكل خاص على صناعة الأغذية والمشروبات في إقليم كردستان العراق. تتكون عينة الدراسة الحالية من ٢٠١ مدير؛ في أربيل، شارك ٩٧ مستجيباً من ٩٧ مصنعاً، بينما في السليمانية، وافق ٥٠ مستجيباً من ٥٠ مصنعاً على المشاركة، في دهوك، ٥٤. من خلال نهج البحث الكمي الاستنتاجي، تستخدم هذه الدراسة استبياناً (انظر الملحق الأول) تم إجراؤه لأصحاب وكبار المديرين لمصانع الأغذية والمشروبات في إقليم كردستان العراق. يقيس الاستبيان المرونة التنظيمية باستخدام متغيرين كامنين: الاستكشاف والاستغلال، وخلق قيمة مشتركة باستخدام متغيرين كامنين: خلق القيمة الاقتصادية وخلق القيمة الاجتماعية. يتم استخدام نمذجة المعادلات الهيكلية (SEM) مع برنامج AMOS v24 لتحليل البيانات. تساهم نتائج هذه الدراسة في فهم كيفية تأثير المرونة التنظيمية على خلق القيمة المشتركة في سياق مصانع الأغذية والمشروبات في إقليم كردستان العراق. وتلقي النتائج الضوء على الاستراتيجيات والممارسات التي تمكن الشركات من تحقيق ميزة تنافسية مستدامة مع الاستفادة في الوقت نفسه من الاقتصاد والمجتمع. كما توصي نتائج الدراسة بإعطاء الأولوية للممارسات المستدامة للحد من التأثير البيئي، وتعزيز الرفاهية الاجتماعية، واستدامة الأعمال التجارية على المدى الطويل لخلق قيمة مشتركة في صناعة الأغذية والمشروبات.

الكلمات المفتاحية: خلق القيمة الاقتصادية؛ خلق القيمة الاجتماعية؛ خلق القيمة المشتركة؛ تصنيع المشروبات والأطعمة؛ التنظيم ببراعة؛ إقليم كردستان العراق

پوخته

ئهم بابته ئامانجی دیاریکردنی کاریگه‌ری دوولایه‌نه‌ی ریکخراوه‌یه له‌سه‌ر دروستکردنی به‌های هاوبه‌ش، به‌تایبه‌تی گرنگیدان به‌پیشه‌سازی خۆراک و خواردنه‌وه له‌هه‌ریمی کوردستان (KRI). نمونه‌ی توێژینه‌وه‌که له‌ ۲۰۱ به‌ریوه‌به‌ر پیکهاتوه؛ له‌هه‌ولێر، ۹۷ وه‌لامده‌روه له‌ ۹۷ کارگه به‌شدارییان کردوه، له‌کاتیکدا له‌ سلیمانی، ۵۰ وه‌لامده‌روه له‌ ۵۰ کارگه ره‌زامه‌ندیان ده‌بریه‌وه بۆ به‌شداریکردن، له‌ ده‌وک، ۵۴. له‌ رینگه‌ی رێبازیکی لیکۆلینه‌وه‌ی چه‌ندایه‌تی لێبرین، ئهم توێژینه‌وه‌یه له‌ راپرسییه‌کی پرسیارنامه (بروانه‌ پاشکۆی یه‌که‌م) که‌لک وه‌رده‌گریت که‌ بۆ خاوه‌نکاره‌کان و... به‌ریوه‌به‌رانی بالای کارگه‌کانی خواردن و خواردنه‌وه له‌ KRI. پرسیارنامه‌که به‌ به‌کاره‌ینانی دوو گۆراوه‌ شاراوهمان دوولایه‌نه‌ی ریکخراوه‌یه‌ی ده‌پۆیت: گه‌ران و ئیستغلالکردن، و دروستکردنی به‌های هاوبه‌ش به‌ به‌کاره‌ینانی دوو گۆراوه‌ شاراوهمان: دروستکردنی به‌های ئابووری و دروستکردنی به‌های کۆمه‌لایه‌تی. مۆدیلکردنی هاوکیشه‌ پیکهاته‌یه‌یه‌کان (SEM) به‌ نه‌رمه‌کالای AMOS v24 بۆ شیکاری داتا‌کان به‌کارده‌هێنریت. ئه‌نجامه‌کانی ئهم توێژینه‌وه‌یه به‌شداریان له‌ تێگه‌شتن له‌وه‌ی که‌ چۆن دوو شاره‌زایی ریکخراوه‌یه‌ی کاریگه‌ری له‌سه‌ر دروستکردنی به‌های هاوبه‌ش هه‌یه له‌ چوارچێوه‌ی کارگه‌کانی خۆراک و خواردنه‌وه له‌ KRI. دۆزینه‌وه‌کان رۆشنایی ده‌خه‌نه‌ سه‌ر ئهو ستراتیژی و پراکتیکانه‌ی که‌ کۆمپانیاکان ده‌توانن سوودی کێبرکێی به‌رده‌وام به‌ده‌سته‌به‌نین و له‌ هه‌مان کاتدا سوود به‌ ئابووری و کۆمه‌لگا ده‌گه‌یه‌نن. هه‌روه‌ها دۆزینه‌وه‌کانی توێژینه‌وه‌که پێشنیاری ئه‌وه ده‌کهن که‌ پراکتیزه به‌رده‌وامه‌کان بۆ که‌مه‌کردنه‌وه‌ی کاریگه‌رییه‌ ژینگه‌یه‌یه‌کان، به‌رمو‌پێشبردنی خوشگوزه‌رانی کۆمه‌لایه‌تی، و به‌رده‌وامی درێژخایه‌نی بازگانی بۆ دروستکردنی به‌های هاوبه‌ش له‌ پێشه‌سازی خۆراک و خواردنه‌وه‌دا، یه‌که‌مایه‌تیدان به‌ پراکتیزه به‌رده‌وامه‌کان.

وشه‌ی سه‌ره‌کی: دروستکردنی به‌های ئابووری؛ دروستکردنی به‌های کۆمه‌لایه‌تی؛ دروستکردنی به‌های هاوبه‌ش؛ به‌ره‌مه‌ینانی خواردنه‌وه و خۆراک؛ ریکخراوه‌یه‌ی به‌ شیوه‌یه‌کی دوولایه‌نه؛ هه‌ریمی کوردستان، عێراق