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The Role of Target Costing and Cleaner Production in Achieving Competitive Focus Strategy A Case Study in the Men's Clothing Factory in Najaf Governorate

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Abstract: Competitive focus one of the most important and rapid developments in the business environment in general, and in the manufacturing environment in particular, especially in the field of production and product design, or the provision of services that the men's clothing factory in Najaf Governorate manufactures for the customer, in comparison with competitors. The problem addressed in this study is that the accounting system implemented in the men's clothing factory in Najaf Governorate applies traditional systems and theories when determining production costs without linking the cost to its causes. This has led to high production costs. Furthermore, the increasing quantities of competing products imported from various manufacturing units have resulted in the loss of the factory's competitive focus strategy. The results of the study showed that the use of both target costing and cleaner production in the men's clothing factory in Najaf Governorate contributes to reducing costs by linking costs to their causes. In addition, it determines the profit margin for manufactured products in order to achieve a competitive focus strategy compared to competitors. The study recommended that achieving integration between target costing and cleaner production enhances the automation of production processes and supplies the product to markets at the lowest cost based on the flow of production value stream and cleaner production, in contrast to the traditional systems and theories applied in determining the production cost applied in the study.

Keywords: Targeted cost, cleaner production, competitive focus.

Introduction

Rapid economic developments and increasing market openness have led industrial units to face significant challenges, including intensified competition, changing consumer tastes, rising production costs, and growing environmental pressures. This prompts industrial units to adopt modern management strategies that enable them to continue, grow, and achieve a competitive advantage. Among the most prominent of these strategies is the competitive focus strategy, which is based on targeting a specific market segment and working to meet its needs with high efficiency in terms of quality and cost. In this context, target costing is one of the modern accounting and management methods that focuses on cost management from the early stages of product design, so that an allowable cost is determined based on the expected market price and the desired profit margin. This approach helps to balance quality and cost, which enhances its competitiveness, especially in markets that are highly price-sensitive. On the other hand, the concept of cleaner

production stands out as one of the modern approaches that aim to improve production efficiency through the optimal use of resources and the reduction of waste and harmful emissions. Cleaner production is not limited to the environmental aspect only, but extends to achieving economic savings by reducing operating costs, improving product quality, and enhancing the company's reputation in the market. This issue is of particular importance in the garment industry, which is a vital sector in the local economy and faces fierce competition from imported products.

1. Research methodology and some previous studies:

1.1 Research problem:

The research problem revolves around the fact that the accounting system applied in the men's clothing factory in Najaf Governorate applies traditional systems and theories when determining the production cost without linking the cost to its causes, which led to an increase in the production cost. In addition, the import operations of products that compete with the products of the men's clothing factory in Najaf Governorate in increasing quantities and from different industrial units have led to the loss of the competitive focus strategy. It has become necessary to know the extent to which target costing and cleaner production contribute to supporting and achieving the competitive focus strategy in light of competitive challenges and the need to reduce costs and improve the efficiency of production processes.

1.2 Research Importance :

The research highlights the study through the following aspects:

- The research presents a comprehensive theoretical framework on the concepts of target costing and cleaner production in a men's clothing factory in Najaf Governorate, as an integrated approach based on a competitive focus strategy of lower costs, quality, and cleaner production.
- Highlighting the role of target costing and cleaner production in analyzing operational cost activities, starting from the research and development stages, product production and design, and ending with the delivery of the product or service to the end consumer, with a competitive focus with other industrial units.

1.3 Research Objectives:

The research Objectives to provide a comprehensive overview of the variables (target cost and cleaner production to achieve a competitive focus strategy) as follows:

- Statement of the knowledge bases in target costing and cleaner production under the competitive focus strategy.
- A statement and analysis of cleaner production activities with lower costs and better quality, achieving a competitive differentiation strategy using target costing and cleaner production, or comparing them with competitors.

1.4 Research hypotheses:

The research has one main hypothesis, which is (that the role of target costing and cleaner production in production costing activities provides a sound and comprehensive basis for determining the cost of cleaner production and excluding costing activities that do not add value as an integrated strategic approach based on competitive focus with lower cost and better improvement compared to industrial units).

1.5 Research population and sample:

The men's clothing factory in Najaf Governorate was chosen as one of the most important factories affiliated with the Ministry of Industry and Minerals in the study sample due to its significant importance in the industrial sectors, as well as specialized sectors, regardless of the shortcomings of traditional cost accounting for the year 2025.

1.6 Previous studies:

- The study Al-Rikabi on the importance of target costing in improving the competitive position followed the descriptive applied approach, and the study reached several results, the most important of which is that the company has lost its market share in the local market in favor of foreign products due to competition factors and the failure of the electronics industries to keep pace with the development taking place in this field [1]. The study concluded that applying target costing technology and its accompanying techniques will contribute to restoring the market share of economic units in the local market and improve their competitive position by strengthening their competitive position and reducing the costs of their products while maintaining the required quality to ensure that the desires and requirements of customers are met.
- The study of meteab & Allawi on using cleaner production costs to achieve sustainable competitive advantage followed the applied descriptive approach. The study reached several results, the most important of which are the high production costs and the low quality level of its products, which led to a decrease in demand for them and the inadequacy of product support and protection from competing products, which led to a weak competitive position [2]. The study concluded that focusing on the costing system implemented in Fayd Al-Qasim Metal Industries Company, improving it, and highlighting the elements and items of cleaner production costs and introducing them to the costing department, in order to contribute to the accuracy of calculating and measuring the actual cost of products and giving them the opportunity to participate with their innovations to improve product quality, in addition to developing the company's competitive capabilities.
- The study of Rabiha and Yasmine, on the contribution of the focus strategy to achieving competitive advantage in the industrial institution followed the descriptive analytical approach, and the study reached several results, the most important of which is that the focus strategy as new methods can be applied in the field by obtaining value that the consumer perceives and which is in the form of lower cost or differentiation with a product of high value and quality compared to competitors [3]. The study has highlighted the important role that competitive strategies play in the success or failure of the economic unit, diagnosing the relationship between the focus strategy and competitive advantage, identifying quality practices and customer needs compared with competitors at the lowest cost.

2. Literature review

The key concepts of both target costing and cleaner production are defined to achieve a competitive focus strategy as follows:

2.1 The concept and principles of target costing:

2.1.1 Target Costing Concept:

The concept of target costing crystallized in 1960 Specifically in Japan, it was found that 80% of major industries follow the target costing method, and it was more widely recognized by the public company (Toyota) in response to the factors of advantage and competitiveness with value at the lowest cost and best quality compared to the industrial units competing with it. The target costing method is integrated with strategic cost management according to the mechanism of designing a new product or providing a new service, or when there is development of a previous product or service [4]. Based on the analysis of industrial cost activities that add value and the exclusion of activities that do not add value in order to improve the quality of the production process flow, which is based on which the product is produced or a service is provided to the end consumer [5]. Target costing is defined as a management method for industrial processes with high market value and quality at a low price that is in line with competitors' prices, achieving the required profits during the planning and design stages and up to the sale of the product

to the end consumer [6]. We find some who see target costing as a cost-based approach, whereby the production cost that the product goes through throughout its life cycle is reduced, with the identification of activities that add value and the exclusion of activities that do not add value throughout the industrial cycle, thus achieving quality and competitiveness with value that meets the desires and needs of the end consumer [7]. While others believe that the target costing method in cost management seeks to reduce production costs throughout the industrial cost lifecycle [8]. It begins with the research phase and development stage until the product is presented to the industrial production stages and delivered to the customer with value and competitiveness at the lowest cost and best quality compared to industrial units [9].

2.1.2 Target costing principles:

The success of applying the target costing method in the business environment in general and the manufacturing environment in particular has become focused on basic principles that enable industrial units to grow and compete in global markets, which are [10]:

- Selling price: The selling price is used as a basis for determining the cost and target cost.
- Product design: Product design, cost control, and monitoring are used throughout the product production process and then its delivery to the customer.
- Customer focus: Taking into account the quality, cost, and time requirements for delivering the product to the customer in a way that fulfills their desires and satisfies their expected needs.
- Industrial Value Engineering: It focuses on developing the skills and capabilities that are involved in all suppliers, distributors, customers, and service providers.
- Reducing production costs: This involves reducing the purchase price of operating costs, maintenance costs, and distribution costs.

2.2 Target costing application and The Prerequisites for success in target costing within a competitive concentration strategy

2.2.1 Target Costing Application:

The application of target costing in managing production or service costs in economic units includes the following [11]:

- Determine the target price that customers will be prepared to pay for the product.
- Deduct a target profit margin from the target price to determine the target cost.
- Estimate the actual cost of the product.
- If estimated actual cost exceeds the target cost investigate ways of driving down the actual cost to the target cost.

2.2.2 The Prerequisites for success in target costing within a competitive concentration strategy:

The basic components for the success of the target costing approach as an integrated strategic approach to cost management. Competitive focus is based on basic components, which include the following [12]:

- The existence of a new accounting information system.
- Production cost estimates are accurate based on market information.
- Continuous support for competitive focus by management in an integrated manner within the economic unit's area of operation.
- Target costing enables economic units to produce multiple products with market value and competitive focus.

- The target costing approach focuses on encouraging and developing work teams from different departments and disciplines, while making information available between departments and individuals and preventing some from monopolizing.
- Open communication channels are maintained permanently between economic units, suppliers, and customers, as well as between different departments and sections within the economic unit, to facilitate the submission and discussion of proposals and to obtain information of competitive value.
- The financial capacity of the economic unit to adopt target costing, which requires market research and the use of modern equipment, thus enabling customers to understand and be aware of the characteristics of new products introduced to the market.

2.3 The concept and motivations for adopting cleaner production:

2.3.1 Cleaner production concept:

The idea of cleaner production was developed by the United Nations, specifically in the environmental field, since 1989 as one of the modern and effective systems for improving environmental management and preserving economic resources [13]. Cleaner production is the best economic option in reducing operating costs and capital investment, as it spares the economic unit the cost of storage, flow, transportation, and separation of waste from the product and recyclable materials [14]. We find that some define cleaner production as the process of developing or improving the basic characteristics of product production or design processes for the purpose of increasing production efficiency and, in addition, reducing environmental impacts throughout the product's lifespan until it is finally delivered to the customer [15]. While others believe that cleaner production, in the narrow sense, focuses on the inputs of production processes as a source of energy or the optimal use of economic resources, in the broader sense it focuses on production systems, including inputs, operational processes, and outputs, in order to protect the environment and optimize the use of economic resources, thus ensuring the reduction of emissions and pollutants affecting society [16]. Cleaner production is a preventive approach to managing environmental impacts during industrial processes by using technology, processes, materials, or practices to reduce waste and environmental and health risks, and to use energy and resources more efficiently, leading to profitability, increased efficiency of production processes, and competitive advantage [17]. As noted by [15] cleaner production methods result from the continuous improvement of the following processes:

- Industrial processes: These include conserving raw materials and energy, removing toxic substances, and reducing the quantity and toxicity of emissions and waste before they leave the production process.
- Production processes: Focus on minimizing harmful effects throughout the product's lifecycle, starting from the extraction of raw materials needed for production, and continuing until its safe final disposal.
- Service processes: Implement cleaner production through research and development, technological improvement, and behavioral and practice changes through ongoing training.

2.3.2 Motivations for adopting cleaner production:

The adoption of cleaner production methods by economic units is for the purpose of reducing operating costs through resource optimization, compliance with strict environmental legislation, and, in addition, enhancing the efficiency of industrial processes, developing and growing the product better compared to competitors, and reducing risks and effects on the business environment in general and the manufacturing environment in particular. On this basis, the motives for adopting cleaner production include the following motives [2]:

- Governmental motives: These are represented by the government's ability to articulate and implement policies and practices that promote advanced technology as sound systems that encourage the application of green practices.
- Customer motivation: This motivation comes from consumers when they seek to understand the environmental impact of the products they purchase. In addition, economic units work to implement the green standard in their products and process designs, as this motivation makes economic units more legitimate and trustworthy in environmental matters during the production process of the product to the end consumer.
- Competitor Motives: Large-scale industrial energy units may face significant incentives or pressures from stakeholders in the general labor environment and the manufacturing environment in particular, leading to cleaner production practices to gain a competitive advantage.
- Social and Cultural Responsibility Motives: These are represented by the ability of industrial units to utilize their operations to address the environmental crisis. This is considered a commitment of the economic unit to society in order to align with social expectations, customs, and accepted norms of conduct in the general labor environment.

2.4 Applying cleaner production in a competitive focus strategy:

Implementing cleaner production within a competitive focus strategy requires identifying a specific market segment interested in environmentally friendly products, along with analyzing production processes to discover sources of waste and pollution, using less harmful technologies and materials, and improving resource and energy efficiency at the lowest cost through the following:

- Good administrative management: Administrative or procedural management enables economic units to reduce the emission of harmful gases and pollutants, and in addition to that improve operational efficiency and reduce costs at every stage of production.
- Replacing or modifying equipment and machinery: Replacing and changing the machinery and equipment used in production processes with more efficient ones and training workers in order to reduce waste rates of all kinds [18].
- Changes in raw materials: Changes in raw materials lead to cleaner production by reducing and eliminating hazardous toxic materials that enter the production process, thus reducing waste and pollutants. Fundamental changes are introduced, which are represented in purifying or replacing materials [15].
- Technological change: When there is a trend towards making modifications to machinery and equipment to reduce the emission of waste and pollutants, these changes can range from simple changes that can be implemented at a low cost to replacing processes that result in a large capital cost. These changes include changes in the production process, modification of equipment and internal design of machinery and equipment, use of automation, changes in the process, such as flow rates, temperatures, and working environment.
- Changes in product design: Changes made to product characteristics with the aim of reducing waste emissions during product use. These changes can lead to redesigning the product and its technical composition, thereby reducing environmental impacts throughout the product's lifecycle. These changes include changes in quality specifications, product composition, or product replacement.
- Reduce, reuse, and recycle: These terms refer to preventing waste generation at its source and, in addition, improving energy and production capacity to deliver a value-added product that better meets the needs and desires of the end consumer.

2.5 Concept and dimensions of competitive focus strategy in economic units:

2.5.1 The concept of competitive focus strategy:

The competitive focus strategy in the business environment in general, and in the manufacturing environment in particular, relies on directing the efforts of the economic unit towards a specific (narrow) market segment instead of targeting the entire market, while striving to meet the needs of this segment better than competitors. The concept of competitive focus encompasses a specific set of marketing, technical, or other advantages that the economic unit possesses over other competitors [19]. While others find that the competitive focus strategy seeks to build added value for the consumer by using methods and techniques that make economic units possess a unique characteristic or advantage that surpasses competitors in a continuous and efficient manner, and can be maintained and delivered better than others [20]. While [3] find that the competitive focus strategy focuses on two bases: First, analyzing market segments from the perspective of the economic unit in terms of competition and their relative importance, and from the perspective of the main competitors, estimating the expected profitability of each unit and the extent of compatibility between the capabilities of the economic unit and the consumer's needs from it. Second, choosing between applying the cost leadership strategy when dealing with the units, or applying the differentiation strategy in light of the compatibility between the capabilities of the economic units and the targeted units [21].

2.5.2 Dimensions of a competitive focus strategy:

The dimensions of the competitive focus strategy in the business environment in general and the manufacturing environment in particular, with regard to target cost and cleaner production, revolve around two main dimensions [3]:

- Focus with cost reduction: Reducing production costs to the lowest possible level is achieved either by offering products or services with a low cost compared to competitors and by focusing on a specific market segment or a specific group of consumers. In this case, the economic unit is seeking to achieve competitive focus in the targeted market segment, relying on low cost. By focusing on low cost, it enters into a competitive confrontation with leading economic units in the field of cost. Economic units that adopt the focus strategy concentrate on a small volume of traditional products, where they enjoy cost advantages, and leave the typical market with a large production volume to the leading institution in the field.
- Focus on competitive differentiation: The focus is on a specific segment of consumers who want to obtain a distinctive service, as the organization seeks to achieve a competitive advantage in the targeted market sector, and relies on differentiation in its products. Focusing on a limited number of products allows for the development of the modernization process faster than an organization that adopts a differentiation strategy. However, this organization does not try to provide services to all market segments, as this may put it in direct competition with the distinctive product. Instead, the organization adopts a differentiation strategy to build and strengthen its market share within one segment of it. If it succeeds, it may start to serve more and more market segments, and move away from the competitive advantage enjoyed by the product that adopts the differentiation strategy.

Methodology

Using an applied descriptive–analytical approach, the study seeks to highlight the importance of the combination of target costing and cleaner production to achieve competitive focus strategy in the men's clothing factory in Najaf Governorate. The study is based on the case study method; it uses actual financial and production data for the year 2025 from the factory's accounting and production departments. The approach starts by diagnosing the shortcomings of the traditional costing system, especially its failure to

connect costs with cost drivers and how it leads to higher costs of production. The subsequent target costing procedures are based on market-based selling prices, estimated target profit margins and allowance target costs in each product category. Simultaneously, cleaner production principles are integrated with the cleanness of the production by analyzing the production processes, identifying wastes/non-value-added activities, and by optimizing the utilization of resources in the various production stages such as cutting assembly, ironing, and packing. Afterward, quantitative calculations are made to estimate cleaner production costs and compare them with conventional costs, allowing the identification of inefficiencies and opportunities to reduce costs. The rest of the methodology looks at analysing production volumes, calculating the lost production due to inefficiencies and assessing the resulting profit and loss based on the integrated approach from a competitive focus perspective. This multifunctional approach helps in the evaluation of the impact of competitive cost management techniques on environmental efficiency practices to improve cost accuracy, minimize waste, and enhance competitive positioning from an industrial perspective.

3. Results and discussion:

3.1 An introduction to the men's clothing factory in Najaf Governorate:

The mens clothing factory is one of the most important factories affiliated with the Ministry of Industry and Minerals, located in Najaf Governorate. It was established on February 20, 1981, by the Italian company Sanam Progetti and was fully handed over on July 2, 1985. The total cost of establishing the factory reached (55) million dollars, with a diverse production capacity that includes men's suits, sports jackets, work uniforms for the Central Oil Refinery, uniforms for the Ministries of Interior and Defense, and uniforms for the Directorate of Health. The men's clothing factory is located in the Najaf Governorate. Traditional accounting systems have led to increased production costs and a decline in competitive focus strategies in light of continuous technological advancements and evolving consumer preferences in terms of cost and quality standards. Table (1) shows the production cost structure according to the accounting system in the factory for the year 2025.

Table 1. Cost Structure in a Mens Clothing Factory in Najaf Governorate 2025.

sequence	Account Name	Production cost	Service Cost	Administrative and Marketing Cost	Total Cost
31	Salaries	172348513.6	126388909.9	84259273.3	382,996,697
32	Direct Wages	103409108.1	75833345.97	50555563.98	229,798,018
33	Indirect Wages	68939405.42	50555563.98	33703709.32	153,198,679
34	Goods Inputs	232670493.3	170625028.4	113750018.9	517,045,541
36	Services Inputs	155113662.2	113750018.9	75833345.97	344,697,027
37	Interest and Rent	68939405.42	50555563.98	33703709.32	153,198,679
38	Depreciation	60321979.75	44236118.48	29490745.65	134,048,844
		861742567.8	631944549.7	421296366.5	1,914,983,484

Source: Prepared by the researcher based on cost calculations and the production department for the year 2025

It is noted from the table above that the accounting system applied in the men's clothing factory in Najaf Governorate is based on determining the total cost of industrial

products, as the cost of a men's suit 36%, a sports jacket 12%, a Oil refinery work suit 17%, a Ministry of Interior and Defense suit 21%, and a Health Directorate Uniform 14%, without taking into account:

- Classifying production costs and linking them to the production details that the product goes through via the value and cost flow.
- Competitive focus factors, represented by research and development and engineering designs related to the cutting and production of the product compared to competitors.
- Industrial processes such as sewing and cutting machines and the packaging process have become economically unfeasible and are no longer useful due to their wear and tear, which has led to an increase in production costs.
- The influx of imported products from various global origins and the diversity of customer desires regarding the products offered in the markets.

This led to an increase in production costs and a loss of competitive focus strategy compared to the industrial units competing with the products of the men's clothing factory in Najaf Governorate, as shown in Table. (2).

Table 2. Production Cost and Competitive Focus Strategy in a Mens Clothing Factory in Najaf Governorate.

Types of Products	Production cost	Annual revenue	Competitive Focus Strategy
Men's suit	689394054	520000000	-169394054
Sport jacket	268097687	217000000	-51097687
Oil refinery work suit	325547192	189000000	-136547192
Ministry of Interior and Defense suit	402146531	392000000	-10146531
Health Directorate Uniform	229798018	162500000	-67298018

Source: Prepared by the researcher based on cost calculations and the production department for the year 2025

In preparation for application Targeted costing and cleaner production to achieve a competitive focus strategy in the men's clothing factory in Najaf Governorate through the following steps:

1. Determining the target cost in a competitive focus strategy
 - 1.1 Determining the selling price and target profit: The selling price and target profit for products manufactured in the men's clothing factory in Najaf Governorate are determined by identifying the prices of available and competitive products in the markets, and in addition to that, by looking at the preferences and purchasing power of the end consumer in order to pay for access to the product. The table below specifies the selling price and target profit according to the competitive focus strategy for 2025.

Table 3. Determines the selling price and target profit for the products according to the competitive focus strategy.

Types of Products	price	Desired ratio	target profit
Men's suit	65000	0.12	7800
Sport jacket	35000	0.11	3850
Oil refinery work suit	27000	0.13	3510

Ministry of Interior and Defense suit	40000	0.12	4800
Health Directorate Uniform	25000	0.11	2750

Source: Prepared by the researcher based on cost calculations and the production department for the year 2025

- 1.2 Calculate target cost: After the selling price and target profit have been determined The target cost at this stage is calculated by subtracting the target profit from the selling price. Table (4) shows the target cost for each product manufactured in the men's clothing factory for the year 2025.

Table 4. Calculating Target Cost.

Types of Products	price	target profit	Target Cost
Men's suit	65000	7800	57200
Sport jacket	35000	3850	31150
Oil refinery work suit	27000	3510	23490
Ministry of Interior and Defense suit	40000	4800	35200
Health Directorate Uniform	25000	2750	22250

Source: Prepared by the researcher based on cost calculations and the production department for the year 2025

2. Determining production and cleaner production costs in a competitive focus strategy

The cleaner production volume at the men's clothing factory in Najaf Governorate is determined based on the industrial process flow, the optimization of production capacity, and its optimal utilization in terms of production quality. This involves eliminating downtime or waiting periods in production processes and linking costs to their causes to enhance the competitive focus strategy and utilize valuable production capacity. Table (6, 5) shows the production quantity and cost of cleaner production at the men's clothing factory in Najaf Governorate.

Table 5. Cleaner Production Quantity.

Types of Products	planned production quantity	Cleaner Production Quantity After Qualification					Lost production quantity
		working hours	Production rate	production quantity	Number of working days per year	Annual cleaner production volume	
Men's suit	11000	6	5.4	32.4	300	9720	1280
Sport jacket	10000	6	4.5	27	300	8100	1900
Oil refinery work suit	11000	6	5.2	31.2	300	9360	1640
Ministry of Interior and Defense suit	11000	6	5.3	31.8	300	9540	1460
Health Directorate Uniform	11200	6	5.1	30.6	300	9180	2020

Source: Prepared by the researcher based on cost calculations and the production department for the year 2025

After determining the quantity of cleaner production and eliminating the quantity of waste production in the industrial process flow at the men's clothing factory in Najaf Governorate, the cleaner production cost will be determined based on the following equations.

- Cleaner Production Cost = Cleaner Production Quantity After Qualification * Target Cost.
- Lost Production Cost = Conventional Cost Accounting – Cleaner Production Cost

Table. (6) shows the cost of cleaner production in industrial processes in order to achieve a strategy of focusing competitiveness at the lowest cost and value that fully meets the needs and requirements of the end consumer.

Table 6. Cost of cleaner production.

Types of Products	Production flow	Cost according to factory accounting	cleaner production costs	Lost Production Cost
Men's suit	fabric	337803086.6	272432160	65370926.58
	fabric cutting	41363643.25	33359040	8004603.254
	Assembly	193030335.2	155675520	37354815.19
	Ironing	34469702.71	27799200	6670502.712
	Packaging	82727286.51	66718080	16009206.51
Total cost		689394054.2	555984000	133410054.2
Sport jacket	fabric	131367867	123634350	7733517.002
	fabric cutting	16085861.27	15138900	946961.2656
	Assembly	75067352.57	70648200	4419152.573
	Ironing	13404884.39	12615750	789134.388
	Packaging	32171722.53	30277800	1893922.531
Total cost		268097687.8	252315000	15782687.76
Oil refinery work suit	fabric	159518124.2	107734536	51783588.22
	fabric cutting	19532831.54	13191984	6340847.537
	Assembly	91153213.84	61562592	29590621.84
	Ironing	16277359.61	10993320	5284039.614
	Packaging	39065663.07	26383968	12681695.07
Total cost		325547192.3	219866400	105680792.3
Ministry of Interior and Defense uniform	fabric	197051800.5	164545920	32505880.5
	fabric cutting	24128791.9	20148480	3980311.898
	Assembly	112601028.9	94026240	18574788.86
	Ironing	20107326.58	16790400	3316926.582
	Packaging	48257583.8	40296960	7960623.797
Total cost		402146531.6	335808000	66338531.64
Health Directorate Uniform	fabric	112601028.9	100084950	12516078.86
	fabric cutting	13787881.08	12255300	1532581.085
	Assembly	64343445.06	57191400	7152045.062
	Ironing	11489900.9	10212750	1277150.904
	Packaging	27575762.17	24510600	3065162.17
Total cost		229798018.1	204255000	2543018.08

Source: Prepared by the researcher based on Table (4,5) and cost calculations for the year 2025

It is observed from the table above that the process of producing and delivering the product according to the integration of target cost and cleaner production enhances the competitive focus strategy, as it has been shown that:

- The cost of producing a men's suit according to the factory's accounting is (689394054.2), while based on the target cost and cleaner production, the production cost is (555984000). The reason for the difference (133410054.2) is due to damage or misuse of the cuts in the cutting and fabric assembly process, along with increased waiting times or production line stoppages for maintenance purposes. This is because most of the sewing machines and equipment have become economically unviable due to their obsolescence. In addition, there is a waste of time and unutilized energy in the ironing, filling, and packaging process, which has led to an increase in production costs and a loss of the competitive focus strategy.
 - The cost of producing a sports jacket according to the factory's accounting is (268097687.8), while according to the target cost and cleaner production, the production cost is (252315000). The reason for the difference (15782687.76) is due to the waste or inefficiency in the use of raw materials represented by the fabric and the assembly stage due to the obsolescence of the machines and sewing equipment. In addition, the process of filling and packaging the fabric and then ironing it is not increased due to maintenance work and the sources of operational fuel for it.
 - The cost of producing an oil refinery work suit, according to the factory's accounting, amounts to (325547192.3), while according to the target cost and cleaner production, the production cost amounts to (105680792.3). The reason for the difference (219866400) is due to the waste of resources and the inefficiency of production processes during the storage, cutting, or assembly of the fabric or its reuse. In addition, there is an extra cost in the ironing, filling, and packaging process, along with maintenance work and the high cost of operating energy sources for it.
 - The cost of producing the Ministry of Interior and Defense uniforms, according to the factory's accounting, is (402146531.6), while according to the target cost and cleaner production, the production cost is (335808000). The difference (66338531.64) is due to errors in the fabric storage, collection, and cutting processes. In addition, most of the machines require waiting or stopping in the production cycle, along with high operating costs.
 - The cost of producing the Health Directorate uniform, according to the factory's accounting, amounts to (229798018.1), while according to the target cost and cleaner production, the production cost is (204255000). The reason for the difference (25543018.08) is due to the loss of part of the fabric during cutting and sewing, and in addition to the inefficient operation of the machines with the use of more packaging materials than required, which led to an increase in the production cost.
3. Determining the net profit or loss of the competitive focus strategy

After determining the cost of cleaner production at the lowest cost and highest quality, taking into account competitive advantage factors and the end consumer's preferences for the product manufactured in the men's clothing factory, the net profit or loss for the competitive focus strategy will be determined and shown in Table (7).

Table 7. Net Profit or Loss for the Competitive Focus Strategy.

Types of Products	cleaner production costs	Cleaner production volume after qualification	price	Annual revenue	Net profit from competitive focus
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Men's suit	555984000	9720	65000	631800000	75816000
Sport jacket	252315000	8100	35000	283500000	31185000
Oil refinery	219866400	9360	27000	252720000	32853600
work suit					
Ministry of	335808000	9540	40000	381600000	45792000
Interior and					
Defense suit					
Health	204255000	9180	25000	229500000	25245000
Directorate					
Uniform					

Source: Prepared by the researcher based on Table (6, 5, 4) and the Production and Marketing Department for the year 2025

4. Conclusions and recommendations:

4.1 Conclusions: The following conclusions were reached:

- The application of target costing in industrial processes contributes to determining cost behavior and linking it to its drivers. In addition, cost activities are analyzed according to the perspective of cleaner production and the exclusion of cost activities that do not add value in order to reach a competitive focus strategy compared to competitors with the lowest cost.
- The application of target costing contributes to determining the selling price and target profit of the product manufactured in the men's clothing factory in Najaf Governorate, compared to competing products with lower costs and improving the best to meet the needs of the end consumer.
- Implementing cleaner production contributes to identifying valuable industrial costs and eliminating or recycling economically unviable cost activities such as fabric damage, haggling, or ironing in order to achieve a competitive focus strategy.
- Integrating target costing with cleaner production helps identify fluctuations in production levels, pinpoint weaknesses and improve them, and evaluate strengths in order to achieve a competitive focus strategy.

4.2 Recommendations: In light of the conclusions reached in the theoretical and applied aspects of the study, we recommend the following:

- The management of the men's clothing factory in Najaf Governorate should implement target costing to reach a competitive focus strategy in terms of cost and target profit, in addition to understanding the cost and linking it to its causes, which achieves value for cleaner production.
- Using cleaner production techniques in the production process will contribute to reducing costs and increasing production value by eliminating or improving activities that do not add value and working to enhance production capacity compared to competitors.
- The integration of target costing with cleaner production enhances the automation of industrial processes and, in addition, contributes to cost analysis and work to improve the flow of cleaner production value streams, in contrast to the traditional systems and theories applied in the study sample.

Integrating targeted costs with cleaner production will contribute to improving production processes and supplying markets with value-added products compared to imported products from various industrial sources.

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