

The Impact of Supply Chain Strategies on Customers Relations Management in the Jordanian Food Products Companies

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Abstract

This study aim to investigate the impact of supply chain strategies (flexibility strategy, agile strategy, external processing strategy) on customer relationship management (client knowledge, customer value, customer expectations) of Jordanian food products companies. The analytical descriptive approach was used to analyze the significance of independent and dependent study variables. In addition to the multiple and simple impact tests of the variables of the study, based on the statistical analysis program SPss. The study population included all Jordanian food companies with an overall (25) companies. The sample of the study included all employees of the supply chain departments of the surveyed companies by using the comprehensive survey method which covered (218) employees. To achieve the objectives of the study, a special questionnaire was developed and judged. The study reached a number of results, the most important of which are: There is a statistically significant impact of supply chain strategies dimensions on CRM dimensions either collectively and individually at the significance level ($\alpha= 0.05$). The study has made a number of recommendations, the most important is: The need of Jordanian food products companies to apply new strategies related to the cost of materials and quality and the terms of negotiations with suppliers to ensure the safety of the procurement process to meet the obligations to meet the needs of target markets without delay in order to maintain their competitive position in light of the changes and challenges of unstable markets to ensure closer relationship with customers.

Keywords: Supply Chain, supply Chain Strategies, Customers Relationship Management, Jordanian Food Products Companies.

Introduction:

Supply chain is one of the most important departments in the development of companies nowadays, through the supply and supply of different departments and units according to the nature of the activity practiced by these companies in various economic sectors, which made them responsible for the flow of materials and required supplies and their various types and specifications for optimal use in all Production processes to produce products of specific specifications to reach their target customers in their final form. Hence, the importance of the supply chain has emerged in its direct relation to the planning, implementation and control processes where its business relates to procurement, Inventory and disposal of finished products in the target markets, provide the relevant departments with the necessary information on the supply orders for the required materials, and follow up the internal and external procurement procedures in order to provide all the required materials within the required specifications and production standards, in order to meet the needs of the markets. And target customers in order to achieve optimum satisfaction in line with customer expectations and expectations (Taweel&Azzawi, 2016).

Supply chain management practicing a number of activities with precise procedures aimed at increasing the number of benefits and benefits for the benefit of companies and customers by providing the optimum level of inventory for the necessary materials, continuous maintenance of production processes and reduction of procurement, storage and supply costs in accordance with effective policies and strategies. Quality, and customer satisfaction in terms of time, location, and price, which helps increase market share and increase competitiveness. And maximizing the actual value provided to customers (Al-Ali & Al-Kanani, 2009).

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In order to achieve this, the companies should adopt a set of specialized strategies to supply the need materials and to be supplied to all production stages, administrative and logistic activities to meet finally the market needs of the target customers and to build a long-term relationships with customers and enhance the competitive position of their products under the trends and challenges of target markets, and to maintain customers loyalty in order to achieve stability , economic balances , survival, continuity, and minimum risk.

Study Problem

Companies have recognized that the supply chain and their supply strategies are working to make companies succeed and grow in light of the challenges and problems that impede their business performance both productively and commercially. Many studies in the area of supply chain have recommended that appropriate strategies to be adopted in the procurement processes in order to influence positively the performance of companies and their clients. Therefore, the problem of this study focused on the impact of supply chain strategies on customer relationship management and its important role in developing the relationships of companies with their customers in order to build up a long-term relationship in order to enhance the status and effectiveness of companies in the target markets. Based on the study problem, the following questions:

Question 1: Is there an impact of supply chain strategies (flexible, agile, external processing) on customer relationship management (customer knowledge, customer value, customer expectations). A number of sub-questions arise out of the main question:

Question 1-1: Is there an impact on supply chain strategies (flexible, agile, external processing) on customer knowledge?

Question 1- 2: Is there an impact on supply chain strategies (flexible, agile, external processing) on customer value?

Question 1-3: Is there an impact of supply chain strategies (flexible, agile, external processing) on customer expectations?

Study Hypothesis:

The researchers designed a set of hypotheses according to the study problem and its variables were as follows:

H01 Main Hypothesis: There is no statistical significant impact on supply chain strategies (flexibility, agility, external processing) on the management of customer relations in its combined dimensions (customer knowledge, customer value, customer expectations) in product companies Jordanian Food. The following sub-hypothesis:

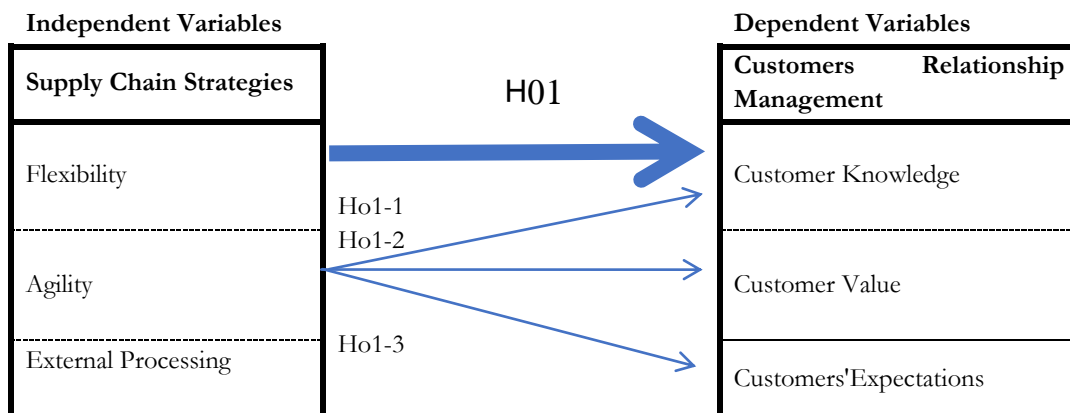
H01-1 First Sub-Hypothesis: There is no statistical significant impact at the level of ($\alpha = 0.05$) of the supply chain strategies (flexibility, agility, external processing) on customers knowledge.

H01-2 Second Sub- Hypothesis: There is no statistical significant impact at the significance level of ($\alpha = 0.05$) for supply chain strategies with their flexibility, agility, external processing) on customers value.

H01-3 Third Sub-Hypothesis: There is no statistical significant impact at the significance level of ($\alpha = 0.05$) of supply chain strategies (flexibility, agile, external processing) on customers' expectations.

Study Model:

The researchers developed the study model and its independent variables as follows:



The researchers developed the study model based on the previous studies, including: Abu Zaid 2014, Sukwadi, et al. 2013, Falasca, 2017, Zaidi, 2017, Jassim (2010).

Theoretical framework:

Supply chain management concept in the administrative literature did not agree on a unified concept of the supply chain, where administrative literature indicates several concepts of the supply chain: Zhang (2013) defined the company's ability to excel in design, manufacturing, and supply. The value of the supply chain reflects the difference between what the end product represents to the consumer and how the supply chain efforts meet what consumers demand. James (2011) defined a set of priority objectives for supply chain management and measurement methods to build and fund potential logistical success by entering new markets and reducing investment costs. Kotler (2011) recognized that supply chain management is the management of upper flow and bottom flow of value addition flows for materials, finished goods and related information between suppliers, FAO, vendors and end customers.

Supply chain strategies:

Organizations seek to employ a supply chain strategy for their competitiveness by influencing the nature, efficiency and effectiveness of supply chain activities and the relationship between supply chain members (Soni&Kodali, 2011). The supply chain strategy is defined as a set of priority objectives for supply chain management and measurement methods to build and finance potential logistical success by entering new markets, reducing capital investment costs and reducing logistics costs. It is defined as a set of objectives that the company seeks to achieve through the management decisions of the supply chain (Brun&Castelli, 2008) and is defined as a set of methods and methods to integrate suppliers, manufacturing, warehouses and warehouses to produce and distribute goods in the quantity required (Qrunfleh&Tarafdar, 2013).

Flexible strategy

Recognizing a rapid response to market changes, production processes, and modification and design procedures, fluctuations in available resources and changes in the company's priorities, which include performance, objectives and business? This includes the ability to rapidly change plans and strategies that help improve the mix and size of production (Russell & Millar, 2014) and defined it (Shimiza&Hitt, 2004) as the organization's ability to identify changes in the external environment for resource mobilization. New trends and quick responses to these changes.

Flexible strategy playing a paramount importance as a strategic maneuverability, which reflects the degree to which strategic behavior of companies emerges. This indicates the company's ability to respond to unexpected changes. Some consider it an essential feature of the company, which gives it the strength to cope with unexpected external environmental changes, or the company, is better positioned to respond successfully to environmental changes (Matthyssens, 2005). In the design of products and to suit the needs of customers flexibility means the company's ability to change processes to other methods. This may mean changing the performance of operations as well as changing the way and time of operations. Mix flexibility: means the ability of processes to produce a combination of products and flexible size means the ability of processes to change in the level of output or level of production activity to provide different sizes of products. Flexible delivery refers to the ability of processes to change delivery times of products (Yu,2012).

Agile strategy

Epicor (2007) knows that agile strategy represents a set of interrelated processes directly through high scheduling and a final flow of products, services, financial resources and information that work together to reduce cost and waste by efficient and effective withdrawals to meet the individual needs and requirements of the customer. As a series based on the commitment of suppliers to continuous improvement, aimed at reducing waste, in the elements of barriers or borders and the number of processors. He describes it (Daud, 2010) as a way to provide great assistance to any organization that strives to become more agile and efficient: this means that organizations within the agile processing chain will be able to raise their agility journey more easily by delivering good value to the customer, a more efficient and fast response, In anticipation of the needs of the customer, this facilitates the agile supply chain process, creating a straight line that eventually turns into the superior financial performance of these organizations. The agile supply chain can be described for current research purposes as "a series of operations aimed at reducing and eliminating waste in all the company's activities and operations from raw material processing through design and manufacturing to delivery of the product or service to the customer.

The importance of this strategy is shown by its concept of eliminating waste and activities that add no value for any reason, whether internal or external activities. Addressing many issues at the same time that cause problems for the company such as overtime, unnecessary storage and costs etc. (Barac&Milovanovic, 2010). (Taylor, 2010) asserts that agile supply chain is dedicated or directed to reduce waste levels and use the value stream, and is dedicated to use knowledge to exploit useful opportunities in an anxiety system; the primary motivation is to create resilience within the supply chain as an example for a company to respond to demand and changing markets.

External Processing Strategy

External processing strategy has received considerable attention from researchers in the fields of operations management and marketing management with a wide impact on business organizations due to the developments faced a challenge, and most important of which are globalization and fierce competition, which led to multiple viewpoints of researchers on defining the concept of the supply chain. The functions or activities include demand forecasting, procurement, inventory management, information, quality assurance, scheduling, production, distribution, delivery and customer service (Ritzman & Krajewsk, 2005). Linking the special customer relations organization and implementation of purchase orders and processes related to end-customers.

(Jawad & Shammout, 2008),. External processing strategy defined as a process of transferring traditional internal activities of organizations and their resources to external processors. They are part of the organizations' ongoing orientation towards utilization of competencies and the core capacities of organizations are essential elements of success.

Customer Relationship Management

The importance of developing relationships with customers lies with the aim of completing and increasing sales and completing deals of all kinds (Abdel Reda& Al Taie, 2013). The term Customer Relationship Management (CRM) has emerged, which aims not only to create such a relationship, but also to build a network of relationships to acquire the customer and maximize its interaction with the company.

The concept of customer relationship management began to develop through the development of different technologies in the process of communication and employ them in dealing with customers and companies have established special contact centers with customers in order to provide different information about them. Different trends have emerged in defining the concept of customer relationship management, which emphasizes the necessity of human interaction in achieving its requirements, and one that focuses on the automated side, considering that this concept is mainly the result of great technological development. Sawhney and Zabin (2001) defined it as the ability to continuously engage with customers using a wide variety of means to maintain constant contact with the customer, as a communication technology that ensures continuous communication between two or more parties. The comprehensive value of the customer based on the organization's orientation which aims to build profitable relationships with it through the use of interactive marketing, sales and services. He defined it (Najm, 2005) as a tool of information technology, communication networks, software and expert systems to sustain and develop customer relationships. Customer relationship management is further enhanced by the emergence of a new knowledge and operational field, e-commerce. Electronic Commerce) which represents a major leap in technological, cognitive and scientific developments.

Customer Knowledge

Haddadin, (2014). Knowledge about major customers is essential for customer relationship management (Stefanou, 2003), where a "learning relationship" can be used with customers and thus enhance the competitiveness of the company. The main objective of knowledge generation is to familiarize customers with different perspectives. Customer knowledge management is defined as one of the company's learning skills from the customer, acquisition, generation, transfer and retention of knowledge as well as transfer of that knowledge in order to develop performance and innovation in services (Haji & Mansourian, 2012).

Customer knowledge management can also know that it is a set of efforts made by the company to understand and understand the needs of the customer and then work to meet by collecting information and data from the company to the customer and vice versa, in order to strengthen the relationship between the customer with the institution to achieve satisfaction and loyalty it has been identified as the disciplined guide for marketing knowledge excellence and promotion among individuals to develop current knowledge, generate new customer knowledge and use it to develop multidirectional marketing practices and applications (Abedi, et, 2013).

Taherparvar (2014), sees it as the process by which the company frees its customers from surrenders to services and promotes them as knowledge partners. Knowledge about customers represents the knowledge that the organization wants to know about its customers. According to Wu, Bin & Yongjiangc, (2013), customer knowledge management contributes to listening to the customer, reflecting the knowledge provided by the customer while dealing with the company. In addition to meeting the needs of the customer and giving them knowledge that will accelerate and strengthen the relationship between the customer and the company, the company will get the knowledge that will contribute to service innovation, companies that have a better understanding of the expectations and needs of customers will be able to serve the customer and achieve customer satisfaction. (Shang & Wang, 2015) identified four key customer knowledge management activities, namely using expanded dialogue between companies and customers, strengthening groups within the company to share information, allowing the use of knowledge at the customer's point of contact and providing leadership support to customer knowledge activities.

Customer value

The continuity and success of business companies at the present time on the value it offers its customers in the framework of the direct relationship between them and the client on the one hand and the products they offer during the exchange process on the other hand and to achieve this requires the development of important strategies to think beyond the process To provide products and services, but to achieve a good and deep level of the company's relationship with the customer and a marketing philosophy that enables companies to achieve customer satisfaction and long-term retention (Shubail, 2012). The value of the customer is defined as the “cost-related benefits, which the customer receives from his relationship with the supplier. Value from the customer's point of view means a lower price that reflects the quality of the service and a comparison of service expectations and performance. Customers' perception of the value of the service is an essential aspect of marketing the services, especially given the diversity of the options available to them and their similarity in essence. Therefore, value is defined as “the difference between the benefits that the customer earns as a result of owning the service in exchange for the costs it incurs to purchase that service” (Wongsuchat&Nagam, 2014).

Customer expectations

Customer expectations of the service are in themselves certain beliefs and ideas held by the customer to serve as consistent standards or criteria to determine the quality of performance of a particular product. Expectations are seen in the concept of quality of service as predictions from customers of the outcome of their dealings or exchanges of service. There are those who indicated that it was generally agreed that expectations are a probability determined by the customer for events that may be negative or positive if the consumer is involved in their production. (Morsi, 2009). This means that the customer is the key party in assessing the level of service, and that the quality of service is the product of comparing the expectations of the customer to the service, and the perceptions of the customer to the level of service.

Previous Studies

Abu Zeid (2014), his study results shows that supply chain strategies partly mediate the relationship between competitive priorities and institutional performance, based on the direct impact of competitive priorities on institutional performance, the direct impact of agile supply strategy on institutional performance, as well as the direct impact of competitive priorities on agile and flexible strategies. Zaidi, A. (2017) this study reached to manage customer knowledge of its dimensions (knowledge about the customer, knowledge from the customer, and knowledge of the customer) positively affect the creative capabilities (speed and the quality of creativity).

Falasca, M. (2017) ,his study reached a number of results, most notably the impact of customer knowledge and dynamic marketing capabilities on the creative performance of high-tech manufacturers in China. Yang (2014) study aimed to examine the factors affecting the flexible strategy dimensions (quality, delivery, flexibility) and its impact on ensuring the performance of Chinese factories. The study did not show a direct effect .Sukwadi & Wee& Yang (2013) ,there study results showed that the impact of the flexible strategy and partnership between the company and suppliers in the performance of the supply chain, and the lack of impact of the agile strategy in the performance of the supply chain. Jassem's (2010), his study concluded that the supply chain is part of the value chain that deals with the main activities and also the impact of the supply chain strategy in achieving competitive advantage, where the impact was high and in the first place.

Methodology of the Study

The study relied on the descriptive analytical approach to deal with data and classification, in order to describe the phenomenon and the researched part, and the analytical part of it to obtain the results of testing the hypotheses of the study and come to conclusions on the impact of supply chain management strategies on the management of customer relations in the Jordanian food products companies and make appropriate recommendations. (SPSS. 20) was used statistical program to test the validity of the hypotheses of the study, and to answer questions and draw conclusions.

Study Population and sample

The study population covered all food products production companies in Jordan with total number of (25) companies in according to the records of the Jordanian Ministry of Industry and Trade for the year 2018. The study sample consists of (218) employees were categorized into three categories, namely: supply departments managers with a total of (25), and all heads of different units in the department of supply with a total of (68) department heads, while the category of employees with a total of (138) employee. (13) set of non-validation questionnaire was excluded from the overall sample for the purposes of statistical analysis and the valid of the study sample is (125) employees.

Study tool

The researchers developed the study tool to cover all independent and dependent variables and dimensions in accordance to the study problem and objectives. The study tool consists of (55) items, distributed on the: supply chain and its strategies, and the customer relationship management.

Statistical Analysis of the Study

Data were analyzed by using statistical analysis software (SPSS V.20) version 20. The stability coefficient was extracted according to the Cronbach Alpha equation to ensure the internal consistency in its final form for each variable in all its dimensions. Stability coefficients for independent, intermediate and follow-up study variables:

Table (1) Stability coefficient value of internal consistency of independent and dependent study variables.

Variables	Dimensional internal consistency
Flexible Strategy	0.83
Agile Strategy	0.91
External Processing Strategy	0.91
Supply Chain Strategies	0.92
Customer Knowledge	0.90
Customer Value	0.92
Customer Expectations	0.91
Customer Relationship Management	0.96
Total Stability Coefficient Value	0.935

First: Descriptive analysis of study variables

The arithmetic averages and standard deviations for the dimensions of supply chain strategies and customer relationship management in Jordanian food products companies were extracted, and the tables below illustrate this

Dimensions of the Independent Variable: Supply Chain Strategies

Table (2) Arithmetic averages and standard deviations related to supply chain strategies in descending order by arithmetic averages

Rank	Variable No.	Dimensions	Means	St.D.	Sig.
1	1	Flexible Strategy	4.16	.380	High
2	2	Agile Strategy	4.12	.657	High
3	3	External Processing Strategy	4.11	.674	High
		Overall	4.13	.442	High

Dimensions of dependent variable: CRM

Table (3) Arithmetic averages and standard deviations related to customer relationship management

Rank	Variable No.	Dimensions	Means	St.D.	Sig.
1	3	Customer Expectations	4.13	.773	High
2	2	Customer Value	4.10	.701	High
3	1	Customer Knowledge	4.07	.591	High
		Overall	4.10	.616	High

Independent test results for independent variables:

The Pearson correlation coefficient matrix was calculated to determine the relationship between independent variables, in order to detect the existence of a linear correlation between independent variables.

The main question: Is there an impact of supply chain strategies with its dimensions (flexible strategy, agile strategy, external processing strategy) on the management of customer relations dimensions (customer knowledge, customer value, customer expectations).

Table (4) the results of simple regression analysis to measure the impact of supply chain strategies on customer relationship management

Independent variable	R Selection coefficient	R ² Coefficient	B value	F.test value	Sig.
Supply Chain Strategies	.490	.240	.683	68.345	.000

Sub-question 1: Is there an impact of supply chain strategies with their dimensions (flexible strategy, agile strategy, external processing strategy) on customer knowledge?

b)Model Summary(Table (5))

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.553(a)	.306	.296	.496

Table (5) shows that the value of the correlation coefficient between the independent variable and the dependent variable is (0.553), as shown by the value of the coefficient of determination and determined by (R²) value (0.306), which explains that if an independent variable is added to the model, its value will increase even if The independent variable was not significant in the model (increasing the sum of squares due to the regression of SSR with the stability of the sum of squares total SST). Therefore, the adjusted determination coefficient (Adjusted R²) is calculated which takes into account the increase in degrees of freedom, as shown above (0.296). Thus, the independent variables were able to explain (29.6%) of the changes in the dependent variable and the rest are attributed to other factors.

Test the overall significance of the multiple regression models:

Table (6) represents the results of ANOVA variance analysis to test the significance of the regression model:

Table (6) Variance Analysis Results^b

Contrast Source	Total Squares	Freedom Degree	Average Squares	F value	Sig.
Regression	7.732	3	23.196	31.438	.000(a)
Remaining	52.632	214	.246		
Total	75.828	217			

Table (6) shows the analysis of variance, which aims to identify the explanatory power of the model as a whole by statistical (F). It is also evident that there is a high moral significance of the test (F) estimated at (31.438) and the level of significance was estimated (Sig = 0.000) less than the level of significance 0.05 ($\alpha = 0.05$), so the regression model

is appropriate to measure the causal relationship between the independent variable (supply chain strategies) and dependent variable (customer knowledge). Thus, there is an impact of the independent variables combined (flexible strategy, agile strategy, external processing strategy) on the dependent variable, which is the knowledge of customers, as the independent variables accounted for (24.6%) of the dependent variable.

Sub-question 2: Is there an impact of supply chain strategies with their dimensions (flexible strategy, agile strategy, external processing strategy) on customer value?

Table (7)Model Summary^b

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.551(a)	.304	.294	.589

Table (7) shows that the value of the correlation coefficient between the independent variable and the dependent variable is (0.551), as shown by the value of the coefficient of determination and determined by (R²) value (0.304), which explains that if an independent variable is added to the model, its value will increase even if The independent variable was not significant in the model (increasing the sum of squares due to the regression of SSR with the stability of the sum of squares total SST). Therefore, the adjusted determination coefficient (Adjusted R²) is calculated which takes into account the increase in degrees of freedom, as shown above (0.294). Thus, the independent variables were able to explain (29.4%) of the changes in the dependent variable and the rest are attributed to other factors.

Sub-Question 3: Is there an impact of supply chain strategies with their dimensions (flexible strategy, agile strategy, external processing strategy) on customer expectations?

Table (8)Model Summary^b

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.542(a)	.294	.284	.654

Table (8) shows that the value of the correlation coefficient between the independent variable and the dependent variable is (0.542 a). Its value will increase even if the independent variable in the model is not significant (increasing the sum of squares due to the regression of SSR with the stability of the sum of the total squares SST). Therefore, the independent variables were able to explain (28.4%) of the changes. The variables in the dependent variable and the rest are due to other factors.

Results Discussion

The following results discussions of the study were are:

1.The results of the descriptive statistical analyzes shows that the independent dimensions of (flexible strategy, agile strategy, and external processing strategy) with an arithmetic averages were respectively (4.16,4.12, (4.11), which means that the supply chain strategies and its paragraphs is highly significant, which indicates the importance of the application of these strategies to all Jordanian food companies from the point of view of the study sample in all the procurement and procurement of all materials required for the various production processes qualities and standards of quality, cost and time factor in providing the necessary materials to meet the needs of the target markets of its products in order to gain the satisfaction and loyalty of its customers in terms of achieving economic savings in the various procurement and procurement processes, in particular the cost of purchased materials in terms of quantity, time, quality and speed of delivery, and reduce losses in the light of verifies and results of negotiations with suppliers under the principle of joint coordination. So, these are the economic savings will influence the company’s capital of and their investment performance positively to maintain competitive positioning in the markets on the other hand. This finding is comply with study result of (Abu Zaid, 2014).

2.The results of the descriptive statistical analyzes shows that the customer relationship dimensions (customer knowledge, customer value, and customer expectations) with an arithmetic averages were respectively (4.07,4.10, (4.13), which means that the customer relationship management and it paragraphs is high, which indicates that there are many functions to manage customer relations, including customers knowledge and the conditions and requirements required and specifications of products in terms of quality , price to be stored as a data for analysis to help companies on the bases of social, psychological, emotional, economic and living situation of customers to enable companies to provide customers by a real products values and benefits and customers' current and future expectations

. Providing the best products to meet the ambitions and aspirations of the customer, this generates satisfaction and loyalty towards the products and brands of companies, which document the relationship between the two parties and enhance trust, satisfaction and loyalty between them. This finding was consistent with the study (Zaidi, 2017), (Falasco, 2017), (Jassem, 2010).

3. The results of the main study hypothesis test found that there is a statistical significant impact at the level of significance ($\alpha = 0.05$) of the combined supply chain strategies (flexible strategy, agile strategy and external processing strategy) on customer relationship management by its combined dimensions (customer knowledge, customer value and expectations). Customer in Jordanian food companies. This indicate that the Jordanian food companies are keen to apply these strategies in all procurement and procurement of materials required within the specifications, quality and cost standards and preferential negotiating conditions in terms of price, quality and delivery, which is reflected in the specifications and quality of products, which has a high acceptance and satisfaction of customers to exceed their expectations and aspirations to achieve competitive advantage of enterprises. This finding was comply with the results of the studies of (Abu Zaid, 2014), (Jassem, 2010)..

4. The test results of the sub-hypotheses of the supply chain strategies in their combined dimensions (flexible strategy, agile strategy and external processing strategy) at the level of ($\alpha = 0.05$) indicate the all dimensions of the CRM variable individually (customer knowledge, customer value, and customer expectations). This result indicate that there is a statistical significant impact on the dimensions of the dependent variable (customer knowledge, customer value, customer expectations).

Recommendations

Based on the results of the study tests, the researcher makes the following recommendations:

1. Food companies should focused on the concept and roles of supply chain strategies for achieving economies scale and benefits for food companies, which enhances their competitiveness by their produced products in the target market for achieving competitive advantages, and to maintain customer satisfaction and loyalty by new values and benefits that exceeding customers' expectations.

2. Food companies should apply a new strategies related to the cost of materials, quality and negotiation conditions with suppliers to ensure procurement process safety to meet the obligations of Jordanian food companies in target markets in order to maintain their competitive position based on markets changes and challenges.

3. Food companies should establish customer databases to identify the living conditions and patterns of the customers of the Jordanian food companies and work on analyzing these data periodically to benefit from them in determining the specifications of the purchased materials that will be used in the production processes of their products in accordance with the actual demand and expectations of customers for those products.

4. Food companies should work to strengthen the relationship with customers through the promotion programs (attend workshops - Seminar to introduce the company's products) based on mutual respect in order to generate desires, preferences and convictions and build a positive mental image towards the products of food companies and brands to build real value for customers to generate true loyalty and loyalty Customers have towards it.

5. Food companies should produce its products on the bases of customer's expectations with a high quality and specifications of the inputs of purchased materials to be used in the production process to meet the local and global production standards and to influence the acceptance and purchase of customers, and to help companies of improving their marketing performance in a competitive manners in the target markets.

6. Food companies should conduct more scientific studies similar to the subject of the current study in another communities and samples in order to be benefited from the results and recommendations.

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