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The Role of E-Supply Chain Activities in Promoting Appropriate Competitive Precedents: An Exploratory Study of the Views of Managers at Carrefour Company / Erbil Governorate / Kurdistan Region / Iraq

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ABSTRACT--*The aim of this study is to identify the electronic supply chain activities and if they can be found in Carrefour Company in Erbil / Kurdistan Region/Iraq and the rate in which theses collective activities participate in promoting the competitive priorities that are appropriate to the company's capabilities and capacity. The study also sought to answer its set questions and addressing its stated problem. A questionnaire was used as a main source for obtaining the necessary data and information and it was distributed among (60) respondents representing the directors of the divisions and departments and their assistants. The study adopted the descriptive and analytical approach to both its theoretical and practical parts to achieve its objectives and to reach answers to its questions .The relationships and impact between electronic supply chain activities and the appropriate competitive priorities were tested using the (SPSS.v.19) package. In the light of the results, the study reached a number of conclusions which indicate an effective role of the electronic supply chain activities (ERP, E-Procurement, Material Requirements Planning System, E-marketing, Customer Relations Management) in promoting the appropriate competitive priorities (Cost, Quality, Flexibility, Delivery, Innovation, and Environment) in the investigated company. On the basis of the conclusions, a number of recommendations were presented, most notably the need to give greater attention to the aforementioned activities to promote the appropriate priorities in order to enhance the competitive position of the investigated company.*

Keywords--*Electronic Supply Chain Activities, Appropriate Competitive Priorities*

I. INTRODUCTION

The pressures of the expansion of globalization and the increase in the modernity and development of customer requests have resulted in “waves of improvement for business” during the last decades starting with management with goals and results and passing through total quality control then total quality management then re-engineering business then knowledge management and finally electronic supply chains, and most companies in our present time faced many challenges, the most important of them Globalization of business, technological development and increased competition, which necessitated the constant and continuous search for best practices and applications in production processes and operations, from processing through production to distribution and sale and searching

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for methods and methods B New helps them to adopt competitive precedents in order to face the challenges faced by competitors, where appropriate precedents are the basis for companies 'success, as they contribute to establishing a solid position that guarantees them survival and continuity of success in the current business environment and the creation of knowledge, its distribution and application to help in making good administrative decisions, encouraging creativity and achieving The strategic goals of these companies, increasing their value and improving their performance. Therefore, these companies resorted to adopting the activities of the electronic supply chain as a competitive weapon in the business environment that has emerged as a result of the changes and developments in the field of information and communication technology due to the changes and intensification of competition between companies in the global industry environment

II. THE CURRENT STUDY INCLUDED THE FOLLOWING INVESTIGATIONS:

The first topic: Research methodology. The second: Electronic processing chain activities (theoretical framework). The third: What are the dimensions of appropriate competitive precedents. The fourth: the Field side. The fifth: Conclusions and Recommendations.

The First topic / Research Methodology

:This topic deals with the methodology adopted in the research according to the following axes

First: The research problem and its causes:

The activities of the electronic supply chain are considered relatively recent topics that have received great and serious attention by industrial companies in the developed world due to the role they play in enhancing the competitive position of companies, where most companies seek to search for the best ways and means that contribute to Reinforcing its competitive precedence to overcome the challenges and constraints it faces in its industrial environment, increasing its market share and achieving superiority over its competitors, and reflects a review of the literature (production and operations management) and knowledge accumulation in the field of supply chain management and the priorities of competitiveness, the importance that these two subjects enjoy, whether in the applied side or from the practical side, despite the scarcity of studies that tried to link these two topics. Depending on the above, the following questions can contribute to crystallizing the research problem:

1- Does the researched company adopt the activities of the electronic supply chain, and to what extent does each of these activities apply?

2- .Does the research company adopt competitive precedents? What are the most appropriate precedents?

3- What is the nature of the correlations between electronic supply chain activities and the appropriate competitive precedence in the company under study?

4- What is the impact of the electronic supply chain activities on each of the appropriate competitive precedents?

5- What is the level of variation in the activities of the electronic processing chain in light of appropriate competitive precedents?

Second: The importance **of research: The importance of research is highlighted through the following axes:**

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1. Academic significance: The academic significance of current research is demonstrated by the following points:

A. Gaining great importance for presenting a theoretical framework through its axis with many of the subject literature on the activities of the electronic supply chain and appropriate competitive precedents as an addition to the Arab library.

B. The contribution of this research as an addition to the research related to the adopted variables and complementing the previous studies in this field.

2-Field significance:

A. Description and diagnosis of study variables in the researched company to stand at the most adopted and less adopted activities and the most appropriate precedents for the researched area, to enhance the positive ones and develop competitive activities and precedents towards strengthening the competitive position of the researched company.

B. To provide a field study as a tool to guide the researched company by clarifying the role played by the activities of the electronic processing chain in enhancing the competitive priorities appropriate to its capabilities.

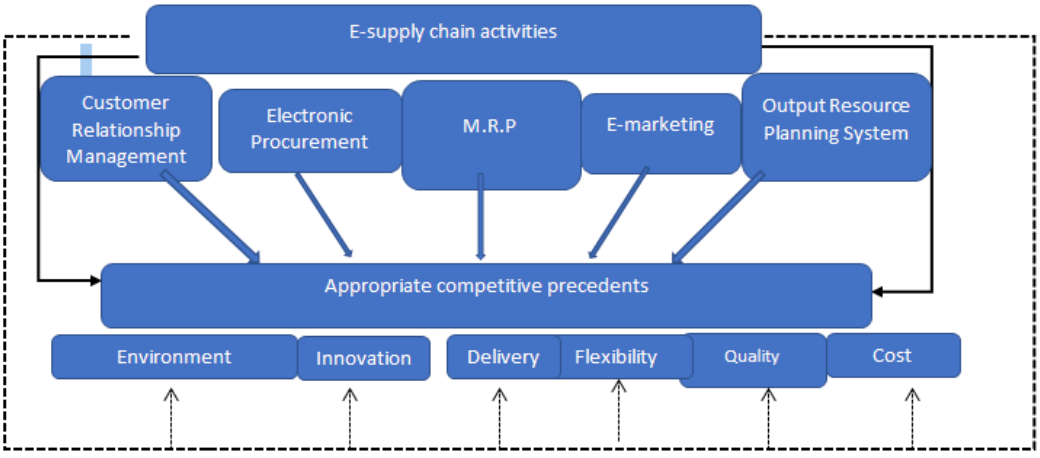
Third: Research Objectives: It is hoped for this research to achieve the following goals:

1- Determining the true role of the electronic chain activities in promoting appropriate competitive precedents for the researched company and maintaining and developing them towards achieving a distinct competitive position.

2- Analyzing the relationship and impact relationship data and its significance between the activities of the electronic supply chain and the competitive precedents to determine the appropriate precedents for the researched company and constantly strengthening them.

3- Building a hypothetical model that expresses the hypothetical relationship between the two study variables and the different directions for arriving at results that would either confirm or deny the study hypotheses.

Fourth _ default search form: specify the default search form as shown in Figure (1)



Fifth - Research hypotheses:

Depending on the hypothetical research model, a number of hypotheses were formulated as follows:

The first main hypothesis: There is a significant correlation between the electronic supply chain activities and the appropriate competitive precedents at the macro and micro levels in the company in question.

The second main hypothesis: The electronic supply chain activities affect the appropriate competitive priorities in the company in question, and the following sub-hypothesis is derived from it:

There is a significant effect of the electronic supply chain activities (combined) in each of the appropriate competitive precedents in the company in question.

The Third main Hypothesis: There is a degree of variation in the effect of the electronic supply chain activities in enhancing appropriate competitive precedents.

Sixth: Research Methodology: The two researchers relied on the descriptive and analytical approaches in describing the research community and sample, in addition to studying and analyzing the correlation and influence relations between the research variables and reaching conclusions and providing recommendations.

Seventh_ Research Limits:

1- **Time limits:** The research period extended from September 2016 to June 2017

2- **Spatial** limits**:** Carrefour Retail Trade Company / Erbil Governorate / Kurdistan Region of Iraq.

3- **Human frontiers:** the manager of the company, the heads of departments, their assistants and those with experience. And jurisdiction.

4- Thematic **limits:** electronic supply chain activities and appropriate competitive precedents.

Eighth - Methods **of data and information collection:** The researchers adopted data collection and information to write the theoretical and field side and arrive at the results and conclusions of the research on the following methods:

1-Using the relevant Arab and foreign sources, as well as periodicals, theses, and research from the scientifically refined Internet that are related to the research topic to cover the theoretical side and support the field side.

2. Questionnaire form (*): The researchers adopted the questionnaire form as a main tool to obtain data and information related to the field aspect of the research. The paragraphs related to the activities of the electronic processing chain were prepared based on the opinions and studies of some writers, including: Coe, 2004), (Chipiro, 2009), (Mbhele, 2014) (Antero, 2015) (Al-Zaywani, 2004), (Al-Najmawi, 2004). , (Al-Shaher, 2013), (Al-Abadi 2010), while the paragraphs related to the dimensions of appropriate competitive precedence were prepared based on the opinions and studies of some writers, including: Çigdem, 2006)), Sultan, 2007)), Kroes, 2007)), Maingi, 2008) (Prabhu, 2013), (Colmorn, 2016) (Al-Samman, 2008), (Aga, 2010), (Al-Aqili, 2010).

Ninth-Statistical methods used: The researchers used the appropriate statistical means to describe, diagnose, and determine correlations, effects, and variances between research variables in order to extract scientific findings that are the most important of them (iterations and percentages, simple and multiple correlation coefficient, R2 coefficient, simple and multiple linear regression, F test, And test t.(

Tenth - resolution of the stability of the questionnaire: For the purpose of identifying the validity of the scale and the stability of the questionnaire form, the (Krumbach alpha) scale was used and it became clear that the alpha coefficient reached (0.928) at the total level of dimensions, which is a high percentage compared to the standard thousand for the human studies (0.60). This ratio is considered acceptable in descriptive studies, thus the study tool has become valid for final application.

The second topic: electronic processing chain activities / theoretical framing

This topic includes the following topics:

First: the concept of the electronic processing chain:

Many researchers and specialists have addressed the concept of the electronic supply chain both from his point of view and the researched field, but we will focus on the concepts closest to this study where Trkman (2006,38) defined it as a process of merging and interconnecting the main business processes (suppliers, services, information, and final customers). Together to achieve added value for the final customer and related persons. He described it (Dotoli, 2006,62) as a new business strategy that directly contributes to the integration of supply chain design and e-commerce support to achieve flexible and efficient manufacturing processes. (Mukhtar & Jailani, 2009,650) agreed that it is the use of Internet-based computing and communications to conduct and support commercial operations or e-commerce practices, and it includes electronic markets in terms of buying and selling goods and services, and thus are joint systems between companies that help in the flow of data and information into the company.

While (Anandayah, 2011,20 referred to it as a network of companies working to coordinate and integrate its main internal and external functions and operations related to adding value, goods delivery, and information flow from the supplier to the final customer. He sees (Al-Obaidi, 66,2012) as a management process for the supply chain Using local and global networks and using advanced equipment and equipment through experienced and skilled personnel trained in how to manage this chain to achieve a range of benefits for different companies. In the same context (Francisco, 2014,267) sees it as expressing the impact of the Internet on the integration of key business operations Who is it? The final served up to the first supplier who supplies goods and information that add value to the customer and other stakeholders.

Consistent with the foregoing, the electronic supply chain is defined as a set of systems and software that focuses on its work on the web, and works to standardize logistical functions and coordinate the work of supply chain partners with the aim of providing the highest value to the customer in the form of goods and services.

Second-The Importance of the Electronic Supply Chain: The rapid developments in electronic software, information and communication technology, the diversity of goods and the shortening of their life cycle have resulted in an increased use by companies of web-based supply chains or electronic processing chains because of these capabilities and capabilities are enormous in increasing the company's efficiency and enhancing its competitive position (Pant et al 2003,202). (Lancaster & Yen, 2006,168) shows that the importance of the electronic processing chain lies in increasing the speed of communication and information flow across the supply chain and providing information access to the chain partners and related individuals when they are needed to help them make strategic decisions as quickly as possible. (7, Akyuz, 2008) believes that the importance of the electronic supply chain is to assist companies in developing and improving their basic operations through electronic monitoring of production and delivery operations, and these chains improve the reinforcement processes in the supply chain by reducing storage levels, and reducing the cost of transferring inventory , Reducing stock runs out and providing goods widely. Anandayah, 2011,20) confirms that the electronic supply chain is the primary component of the virtual enterprise supply chains and the strategic planning of information and communication technology in the supply chain. West, 2013,86 notes that the importance of the electronic processing chain lies in

increasing the speed of communication between the customer and the supplier, improving service levels, reducing logistics costs, increasing the company's efficiency and sustaining its competitive advantages.

It is clear from the above that the importance of the electronic supply chain lies in allowing companies to move forward to complete their operations in real time by sharing information with trade partners, and this allows the consumer to consolidate the information of several suppliers in a central database that is easily accessible to them at any time the company wants and adopt to take The necessary reads.

Third: The objectives of the electronic **supply chain:** The successful implementation of the electronic supply chain achieves a set of goals, the most important of which are: (Ross, 2003,23), (12, Akyuz, 2008).

1. Meeting customer expectations: The company's expanded network means the ability to respond in an endless way to requirements that satisfy customers, for example setting up an electronic processing chain driven by customer management based on the Internet that differs from assistance in stores to providing a website that has many advantages to customer service.
2. Determine the best options necessary to deliver the commodity in an efficient manner to the consumer and at the lowest prices based on low cost production and the integrity of supply chains.
3. Diagnose the trading partners in the supply chain network most able to design and implement optimal deliveries to the needs of production lines.
4. Achieving cooperation and sharing information over time among all members of the supply chain through the web.
5. Achieving the maximum benefit from the internet in redesigning, automating and integrating all business operations.
6. Establish trust between the supply chain partners, which leads to the formation of information relations between them.
7. Building long-term relationships across the supply chain where companies open to each other and force them to build their strategies and define their goals, and this makes the supply chain able to define the wishes and expectations of their end customers.
8. Standardization of all functions of the web-based supply chain with internal and external integration. Get information about (assets, forecasts, requests, plans, and engineering changes).

Fourth_ The activities of the electronic processing chain adopted in the study: The views differed from the activities of the electronic supply chain in terms of its emphasis on some activities and not others, in order to contrast the views of researchers in dealing with the activities each according to his point of view and the intellectual starting points of his study and the importance of each activity, so it was necessary to review some Opinions. As shown in Table (1(

Table (1) activities of the electronic processing chain from the viewpoint of a number of writers and researchers:

Table prepared by the two researchers based on the above studies.

It is clear from Table (1) that the authors whose researchers were able to see their writings on the subject of electronic supply chain activities have varied in identifying these activities, but they have agreed on some of the more common activities in this area, which are e-procurement and the project resource planning system that each of them got The highest percentage of agreement between researchers, as this ratio reached (83%). Then, e-

	Activities / studying	Online purchase	Customer Relationship Management	Supplier Relationship Management	Electronic trade	Electronic logistics	Project resource planning system (ERP)	E-Marketing	Electronic planning	Online application development	Material needs planning system
1		√			√				√		
2	Coe,2004	√	√				√	√	√		√
3	D.Li,2005	√	√				√	√			
4	Giménez&Lourenço 2008	√	√	√	√		√		√		
5	A/L ANANDAYAH,2011	√					√	√			√
6	Ekoh T. West,2013	√	√	√	√	√	√	√			
7	Mbhele,204	√	√	√			√	√			√
8	XU,2005	√	√		√		√	√		√	
9	AKYÜZ,2008	√					√	√			√
10	Mukhtar,2009	√						√			
11	Pant etal.2003		√				√				
12	Rehanb&Akyuza		√				√				
Total		10	8	3	3	1	10	8	3	1	4
percentage		83 %	%66	%25	25 %	%8	83 %	%66	%25	%8	%33

marketing and customer relationship management came and each of them obtained a percentage of 66%. As for the material needs planning system, it obtained a percentage of agreement (33%), while e-commerce occurred. Supplier Relationship Management, Electron Planning And based on an agreement rate (25%), while electronic logistics and meeting the request electronically, I obtained an agreement rate (8%), and the researchers adopted activities that obtained agreement rates in excess of (60%). Given the importance of the system of planning the requirements of materials and their suitability for the directions of study and field The researcher has been chosen as part of the activities adopted in the current research, and we show it successively according to the following:

1-Project Resource Planning System (ERP): The business environment witnessed great changes with increasing competition and expanding markets, and increasing customer requests and expectations, and in light of the rapid changes in the fields of information and communication technology (Al-Taweel, Younis, 2013, 27). With this technology embedded in most businesses, various disciplines in business companies have developed appropriate systems and databases to meet their information needs and establish solid relationships with their

supply chain partners (Slack, Lewis2008,282). However, it has found that it is difficult to establish such relationships without an ERP system through which it can exchange information with trade partners (Francisco, 2014,282). In this field, the project resource planning system (Krajewski et al, 2013,565) is defined as an integrated information system that supports many companies and operations in processing its data, storing information, retrieving and updating it whenever it is needed, by merging all company functional areas with a unified database. As for (Slack et al, 2013,415) he referred to it as an information system at the company level as a whole that contributes to the integration and linking of data and information related to planning and monitoring of operational activities to form a common database that helps individuals accomplish their tasks accurately and easily. Regarding the importance of the project resource planning system, he sees (Shanks et al, 2003,373 and Susanto, 2006,55) that lie in helping the company to share and exchange data and information with its partners in the supply chain and in parallel with the flow of goods from the moment of access to raw materials until the final configuration of the project has been as follows: (Demeke, 2014,13).

1- A multi-functional system that includes many distinguished business units, such as accounting, transportation and distribution.

2- Having a central and shared database that works to make information available to all departments and divisions of the company when it is needed.

3- It has the advantage of being an integrated system, that is, when data related to one of the company's business units is entered into its database, it processes and converts it into information and provides it to other units in the company.

4- The enterprise resource planning system provides the company with business intelligence tools such as the decision support system and the executive information system, and reporting tools for improving decision making.

2. E-procurement: Globalization, the rapid change in the tastes and desires of customers and the short lifecycle of goods and services have resulted in increased competition in global markets, which necessitated companies to use modern manufacturing systems that are highly flexible in carrying out their functions and operations. Procurement is an important element in supporting these systems Advanced industrial in obtaining raw material and production process supplies (Johnson & Whang, 2002,7).

The e-business model has created tremendous opportunities for companies to standardize their purchasing processes, which are also called e-procurement, as purchasing systems have been unified under one roof, which has helped companies benefit from lower commodity prices by discounting the price by the amount of the purchase (Swaminathan & Tayur, 2003,1391). In this field (Giménez & Lourenço, 2008,21) defines electronic procurement as a basic process in the electronic supply chain that supports procurement activities and finding resources through Internet technology and helps in efficient negotiations between the provider and the consumer. Electronic procurement (Piera et al, 2014,10) refers to it as a set of electronic works and solutions that support procurement operations by controlling the flow of raw materials through supply chains and even their final form. As for the importance of electronic procurement, (Calipinar & Soysal, 2012,233) see that based on their work on a set of technological tools on which the supply chain depends on performing its operations to identify potential sources of materials and spare parts, reduce their costs, and increase interaction with suppliers. (Krajewsky et al, 2013,442) identified four main entry points for e-procurement:

A. Electronic Data Interchange Technology (EDI): It is a traditional e-procurement technology that helps transfer standard routine documents from one computer to another via phone lines or direct lines. Special communications programs translate these documents into general forms that allow the company to exchange information about invoices, purchase orders and payments. Even though its hardware and software are different.

B. E-catalogs sites: These sites can be used to reduce the cost of the order to the supplier in addition to the cost of the service or the commodity itself as the supplier announces your blocks for the paragraphs that he supplies on this site and the customer chooses what needs to be purchased electronically, and this center connects the company with hundreds of potential suppliers through the Internet.

C. Electronic exchanges markets: These are electronic markets where companies equipped and consumed meet to sustain the relationship between the consumer and the seller and simplify doing business without the need to negotiate contracts or other forms of long-term conditions through the use of exchange sites for immediate purchase to meet the immediate need at the lowest possible cost.

D. E-bidding sites: It is an expansion of the exchange markets, as the bidding markets are sites where companies place their offers to buy something. The company may create a site for a specific industry in which companies that have a surplus of materials to sell to a higher price provider can be offers closed or open to competition.

3. Material resources planning system (MRP): In the era of globalization in which the business environment is passing, companies face many difficulties and obstacles in enhancing their competitive position, which necessitated them to search for the best ways and methods by which they can meet customers' requirements as quickly as possible and in the agreed quantity (Sener, 2006,5). Companies that produce finished goods or components from purchased components and parts, components and manufactured parts need a systematic method to plan their needs for those components and parts, such a method is known as a system for planning the requirements of materials (Mohsen, El-Naggar, 2009, 395). As a computerized system that contains a set of software that assists companies and suppliers in determining the quantities of raw materials that will be consumed during production operations, and when they are available (Yi & Bhuvan, 2007,117). In the same direction (Chandraju et al, 2012,1) refers to it as a computer-based inventory management system designed to help production managers define precisely demand-driven production requirements and elements such as raw materials and other minor parts. Whereas, Slack et al, 2013,465) confirms that it is an introduction to calculating and knowing the quantity of parts and materials required and determining the necessary times that will not be included in the production process. The importance of the material needs planning system lies in allowing companies to measure the results of any changes that the company makes in its operations before making the actual change. This system can calculate all subsequent impacts and develop special guidelines for these effects (Slack al, 2010,415). The material needs planning system consists of three basic components (Kumar & Suresh, 2008,121), as follows:

A. **The main production scheduling:** A series of quantities divided in stages for each item produced by the company and its production times. It also helps the company departments to predict the demand before the start of the material needs planning system, as this system translates the final paragraphs of the main production schedule into the requirements of specific elements.

B. **The technical composition of the product:** The work of the technical composition of the product is based on determining the amount of each final product being manufactured and identifying all the sub-elements involved in the formation of the final product and its production stages and the work centers working on its final form, based

on the information obtained from the product design documentation and flow analysis. Work, and other standard production information.

4. E-Marketing: Given the nature of e-marketing, which is a dynamic activity and includes various and interrelated functions, it is difficult to agree on a unified definition for it in this field (Gohary, 2010,216) defines e-marketing as a new philosophy to apply the new business related to commodity marketing and exchange ideas and information with customers via the internet. (Pattinson & Low, 2011,52) asserts that it delivers new forms of value to the customer by distributing goods online. (Ali et al, 2015, 366) defined it as using data, information and electronic applications to plan and implement the concept of distribution and pricing of goods and services. E-marketing has a very important role in reducing the costs of many areas within the company such as customer service, communications, and costs of responding to customer inquiries, and creating well-organized supply chains through the completion of marketing activities and functions through the Internet, in a way that contributes to increasing the company's returns and profits and building strong relationships with Customers, and entering new markets (Wisdom, 2015,14). (Kotler & keller, 2016,637) believes that there are four categories of network marketing that are:

A. **Websites:** It is the responsibility of companies to design web sites expressing their goals, history, goods and vision. These sites should be interesting in terms of their arrangement, design and contents that include the images and sounds that the site contains, and how easy it is to communicate with its different users.

B. **Advertisements in** search **engines**: An important component of network marketing is paid advertising in many global search engines where it was found that 35% of the search results refer to goods and in this case the seller uses or buys an ad on search sites so when the consumer searches for Any word using the google or yahoo engine that shows the ads of the seller above or near the results that will return to the researcher in the form of information and this depends on the amount of what the company spends on its ads and used for special programs in search engines.

C. **Advertisements displayed on other web pages:** These are small square boxes containing texts or images that the company pays for to place them on certain sites. The higher the percentage of viewing these texts, the higher their cost.

D.**E-mail:** E-mail allows sellers to inform customers about their goods and communicate with them, which is one of the distinguished selling tools, but many individuals who use this method may place filters or special filtering programs that prevent the arrival of spam.

5. Customer Relationship Management: The issue of developing customer relationship management has become one of the most important development activities in the business and the customer has started to get many options to buy the commodity and acquire the service more than before and this is what drives companies to focus on managing and organizing their relationship with their customers (Al-Jabouri , 2008, 38). Being a strategy that integrates all activities and functions related to the customer within the company in a manner that leads to expediting the fulfillment of his requests and satisfying his needs and reducing costs related to these tasks and strengthening his loyalty to the company (Richard, 2008,50). In the same direction, (Soliman, 2011,167) sees the activity related to clients loyal to the company in terms of efficiency, organization and knowledge management in order to enhance the effectiveness of the company's decisions related to customers, which leads to improving marketing performance in particular and organizational performance in general. (Bon & Herman, 2015,107)

stresses that it is the operational and technological strategy that the company uses to define, attract, maintain and enhance customer relationship with the company. The importance of customer relationship management lies in planning and controlling the company's pre and after sales activities and includes all aspects of dealing with the customer, including call centers, sales and marketing teams in a way that contributes to achieving growth and increasing company profits through understanding and knowing the requirements of customers (Battle & Maklan, 2015,4). Clemons etal, 2006,23 believes that the reasons for forming a special organizational unit for customer relationship management are as follows:

A. Create a new culture for managers and employees within the company directed to the customer to know his desires and needs.

B. Make the customer a key component of the company's strategy and planning processes

C. Collecting and converting customer data into information to support strategic decision making.

D. Evaluate, diagnose and support knowledge creation, dissemination and use in the company.

H. Measuring performance at every stage of operations in the decision-making and decision-making process.

The third topic / What are the dimensions of appropriate competitive preceden

First - the concept of competitive precedents: Understanding the concept of competitive priorities requires addressing some of the writings of the book in this regard, as the basic framework on which our viewpoint is based

With this search. In this field (Krajewsky et al, 2013: 31) defined it as the critical dimension that a process or processing chain must possess to meet the requirements of its external and internal customer now and in the future. Whereas, Kim (2013,215) refers to it as a term used to describe the company's industrial tasks and competitiveness on a large scale in terms of low cost, flexibility, quality, delivery and creativity. This trend is reinforced (Prabhu, 2013,13) which he refers to as a set of tasks designed to assist the company in formulating a strategy based on the conditions in the markets. (Heizer & Render, 2014,480) agree that it is a system that has advantages over competitor and the goal of this system is to create customer value in an efficient and sustainable manner. Millar & Russell, 2014,73 go by defining it as the strategy, goals, or dimensions that the company uses to compete in the target markets, while (Gegez, 2013,9) refers to it as the company's ability to obtain an advantage that other companies compete by providing value for the customer in the form of goods and services, lowering prices or providing services that exceed his expectations, which enhances the company's competitive position. In the same direction, (Al-Shibawi and Al-Jabouri, 36, 2014) indicate that they are the dimensions that the company must possess to meet the requirements and needs of customers, through which the company can achieve its goals and enhance its position in the competition markets. Finally (Barney & Hesterly, 2015,30) finally defined it as the field in which to compete and create more economic value than competitors.

In light of the foregoing, the researchers defined it as a set of standards, activities or methods that companies must use and follow to enhance the strengths they possess to face the threats faced by competitors and exploit the opportunities available to them to achieve an immediate response to the renewed desires and needs of customers and thus enhance their competitive position compared to companies Operating in the same sector

Second: The importance of competitive precedents: Competitive precedence is the main source of excellence in the performance of the company compared to its competitors by employing the company's internal resources and capabilities that allow it to perform its activities better than its competitors, either in light of the low

cost strategy or the excellence of the commodity, which allows the company to respond competitively various and adapted to environmental foreign forces (Muyimba, 2014,25).

(Naqshbandi & Idris, 2012,264) believes that competitive precedents have a critical role in helping the company describe and define its manufacturing tasks and core competitiveness. Wiley & Lnc, 2011,40) explains that the importance of competitive precedents lies in helping the company define the manufacturing strategy it must pursue in accomplishing its tasks, and exposing weaknesses in its business units. In the same direction, (Talib, Muhammad, 110,2009) asserts that competitive precedents have an important and effective role in enhancing customer loyalty to the company and increasing its market share, through its ability to provide customers with higher value in the form of commodities.

(Al-Khafaji, 51,2017) believes that the importance of competitive precedents lies in the fact that they work to provide the appropriate competitive environment to achieve efficient allocation and use of appropriate resources and encourage creativity and innovation in a manner that leads to improving and enhancing productivity and raising the level and quality of production and raising the level of performance, and improving the level of customer service by reducing Costs and prices for goods. As for (Andersson, 2011,15), it appears that competitive precedents have an important and effective role in assisting companies that resort to outsourcing part of their activities and tasks to other companies, by helping them to know the extent of matching their manufacturing strategies with the company's strategies to outsource these activities and tasks to them.

Third: Dimensions of appropriate competitive precedents: In order to determine the appropriate competitive precedents that will be adopted in the study, the researchers have prepared a table that clarifies the views of a number of researchers and specialists in the production and operations management, who had access to their opinions. As shown in Table No. 2

	Writer	Appropriate competitive precedents						
		Cost	Flexibility	the quality	Delivery	creativity	The environment	the service
1	Alsaman,2008	√	√	√	√		√	√
2	Al-taweel,Al-Sultan,2006	√	√	√	√	√		
3	Slack&Lewis,2008	√	√	√	√			
4	Muhsinm,Al-Najar,2009	√	√	√	√	√		
5	Slack,etal 2013	√	√	√	√			
6	Gong,2013	√	√	√	√		√	
7	Karjewsky,et al 2013	√	√	√	√	√		
8	Breglund&Stohm,2015	√	√	√	√	√	√	
Total		8	8	8	8	4	3	1
percentage		%100	%100	%100	%100	%50	%37.5	%12.5

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It is clear from Table (2) that there is a difference in the views of the writers according to the ratios of the agreement, where the cost, quality, flexibility and delivery precedence reached a percentage of agreement (100%), while the precedence of creativity achieved a percentage of agreement (50%), and the precedence of the environment achieved a percentage of agreement (%) 37) While the service achieved the lowest agreement rate and reached (12.5%) and in view of the importance of environmental precedence and suitability for the research field, it was chosen to add to the priorities that achieved a percentage of agreement (50%). Below we display the priorities adopted in the current research successively, according to the following:

1. **Cost:** Cost is the main pillar of the company's success by enabling it to stand in front of competitors and enter new markets and expand its market share. (Al-Tawil and Sultan ,,, 722006). In the same direction, (Slack et al, 2013,55) describes cost as the main objective of performance. The lower the cost of producing goods, the price will decrease against the customer, and the focus of some companies on other competitive precedents such as quality, flexibility, and time does not mean that they neglect the cost primacy in enhancing their competitive position. Because every monetary unit that you save from the cost of operations will be added to its operations (Slack & Lewis2008,41) that cost is a broad concept and applies to operations strategy and in its broad definition any financial input to operations helps to produce goods and provide services and is divided into the following:

A. Costs of Operations: The financial inputs to operations to finance the current production process of goods, including labor, material, rent, energy costs, etc. The sum of these expenses is divided by the outputs of operations, which is the number of units produced or the number of customers who receive the service, payloads, etc. to give us the unit cost. /B. Capital costs: These are financial inputs to operations to finance the process of obtaining the establishment to produce goods such as land, buildings, machines, vehicles, etc., usually with a total amount followed by a series of amounts that are paid either with additional returns or savings in costs. / C. Working capital cost: inputs required to finance the difference between external and internal flow, related to payments and others.

2. **Quality:** Quality is an effective competitive weapon to achieve and enhance the company's competitive advantages by providing goods that exceed customer expectations (Awwad et al 2013,71). In this field, Wiley & Lnc (2011,40) defines quality as a set of characteristics and characteristics of goods that meet the needs and requirements of customers. The competitive importance of quality lies through the capabilities enjoyed by its dimensions and capabilities in enhancing the competitive position of companies in the global environment, and if not taken into account by the companies will expose them to external threats and lose their market share and a decrease in their revenues. (Stevenson, 2014.42) shows that quality refers to materials, work, design and service, and the consumer controls the quality in relation to the degree of his belief in the quality of satisfying the good or service for its intended purpose and the customer may want to pay higher prices for a commodity he receives if he realizes that this commodity has a higher quality than the competitor . (Andersson, 2011,15) asserts that the aim of this precedence is to produce and distribute high-quality goods and performances. This means setting standards for quality control with regard to conformity and performance quality and ensuring the work and utility of the goods. Garvin is one of the first to expand the tabulation of the dimensions of quality in the field of commodities, and to define them as eight main axes: (Gong, 2013,115).

A. Performance (commodity primary operational characteristics).

B. Characteristics (complementary secondary qualities necessary for the modernization and development of the commodity.

C. Reliability (consistency of commodity performance).

D. Durability (the time it takes until the need to replace the commodity) arises.

E. Conformity (degree of conformity of the commodity to customer expectations).

and. Serviceability (i.e. after-sales services)

G. The aesthetic of the commodity (the shape of the commodity, its texture, smell, sound and taste).

H. Perceived quality (indirect reputation-like evaluation.

3. **Flexibility:** Flexibility is one of the most important competitive priorities and has been addressed by many researchers to change the requirements and desires of customers and move it from one commodity to another. In this context (Naqshbandi & Idris, 2012,265) defines resilience as the company's ability to respond and adapt to changes in the variation in customer tastes and desires by providing new goods and services at the right time. While (Stevenson, 2014.42) emphasizes that flexibility refers to the ability to respond to changes associated with adjusting design characteristics in goods and services or responding to a change in the size of demand by the customer or the mix of goods or services offered by the company, high flexibility can be a competitive advantage in an environment Subject to change. (Berglund & Stohm, 2015,34) shows that companies that use flexibility as a competitive precedence are in a position where they can deal with uncertainties associated with changing with the tastes and desires of final customers and at the same time are able to respond and with great speed to changes in the market compared to their competitors. (Slack & Lewis2008,41) divides flexibility into four types:

A. **Flexibility of goods or services:** The ability to provide advanced goods and services and produce them quickly or to develop existing goods and services.

B. **Flexibility of the mix:** the ability to change the types of goods or services produced by operations in a given time period.

C. **Volume** flexibility**:** the ability to change the level of total output for operations

D. **Delivery flexibility:** The ability to change the planned or actual delivery date.

4. **Delivery:** Delivery plays an important role in the company's success in the market and its excellence, in light of the intense competition and the presence of a wide range of competitors, the company must be distinguished from more than one dimension to ensure survival and continuity. The more the company is able to respond to the needs and demands of customers quickly and in a shorter time than the competitors, it can obtain a greater market share (Al-Daoudi, 2005, 64). (Andersson, 2011,15) asserts that the company must focus on speed and reliability when distributing its goods, and to meet this goal, responsive supply chains should be designed. (Gong, 2013,109: 113) shows that the company's competitive priorities lie in its ability to deliver goods and services as quickly as possible by reducing times of raw material purchase, designing goods and services, assembling, introducing new goods, distribution, marketing and sales, and in the same direction (Berglund & Stohm, 2015. , 34) see that delivery is not limited to the delivery of goods and services to the customer on time but should be delivered in the agreed quantity and with appropriate quality and indicates (Krajewsky et al, 2013: 32). There are three basic aspects to compete on a first-come-first-served basis:

A. **Speed in** delivery**:** It is measured by the amount of time between the date of receipt of the customer's request and the date of its fulfillment. This time is usually called the waiting period and the waiting period can be controlled in terms of its duration by keeping the stock and keeping a surplus card.

B. **Delivery at** the **agreed time.** It is measured from the frequency at which the agreed delivery time is met, expressed in terms of the percentage of orders that are delivered to customers at the specified times.

C. **Speed of development**: speeding up the production of a new good or service, and this goal is achieved by achieving integration and involving external suppliers in export operations and is measured by the amount of time required to develop and design and produce a new good.

5. Creativity: Creativity occupied an important place in administrative and organizational thought, as researchers addressed it with multiple and different approaches, and this is due to the difference in the schools from which they originated and the directions in which they believe, as (Saleh, 19,2010) indicates creativity as one of the priorities that the operational strategy pursues to achieve A desirable level of performance such as speed, accuracy in delivery, flexibility in design, development, and excellence in quality, thus achieving trust between customers and the company's goods in a way that enhances their competitiveness, leadership and creativity in its field of operations. (Slack & Lewis2010: 122) emphasized that creativity is a critical vital component that affects the design and quality of final products in an increasing manner, and an essential component in the design of operational processes due to accelerating changes in many industries, and that the use of creativity as a competitive precedence may require huge potentials and high costs that involve On new, and often unsuitable, explorations in the short term. In the same direction, (Barney & Hesterly, 2015,158: 159) described creativity as a set of ways in which companies can distinguish their goods and services from their competitors by following all possible methods, and this distinction is from the creativity of individuals and groups or the desire of companies to invent new production methods. To develop existing goods and provide new goods and services to take advantage of available opportunities in global markets and enhance its competitive position.

6. **Environment:** The interest in protecting the environment has increased in the past few years to add to the aforementioned competition priorities. Therefore, the environment is defined as a set of variables, restrictions, attitudes, or circumstances that are immune from the company's control, and therefore the administration must direct its efforts to manage the environment and the company together (Ahmed, 2006,27). Whereas (Berglund & Stohm, 2015,34) defined it as operations that encompass the company widely and apply creativity to achieve sustainability and social responsibility and reduce the sizes and levels of industrial waste by focusing on environmental efficiency. In the same direction (Gong, 2013,289) indicates that the company's consideration of the environmental aspects in the design of its core operations will lead to reducing all costs related to the production process, improving public relations with different countries of the world, brand excellence, increasing company returns and profits, and sustaining its competitive advantages, Environmental conservation should be an important part of the companies 'actions for the following reasons: (Fred & Forest, 2015,121)

A. Increased consumer demand for goods that are safe for the environment, as well as packaging them in a manner compatible with the environment.

B. Public opinion requires companies to conduct their business in ways that preserve the natural environment.

C. There are groups that defend the environment, whose members in America alone have become 20 million individuals.

D. Federal laws and the laws of the United States of America are changing rapidly to become more complex.

H. Money lenders are beginning to study the environmental responsibility of companies seeking loans. Many consumers, processors, distributors and investors have stopped dealing with weak companies in their dealings with the environment. Legal claims, liabilities and fines are increasing for companies with environmental problems.

The third topic: the field side

This topic includes the following axes**:**

First- Description of the research community and the justifications for its selection: Carrefour Retail Company in Erbil Governorate was chosen as one of the formations of a hypermarket spread in wide geographical locations around the world and one of the pioneering projects in the Kurdistan Region of Iraq, and this is evident through its active contribution to meet the needs and desires of many customers in the form of Which reflects positively on the economy of the region, and given the clarity of the variables of this research in the researched company, it was chosen as a field of research, and the choice of the current study came in the light of the following justifications:

1. The company deals with many suppliers dispersed in geographical locations spaced around the world, which confirms its needs for advanced methods, methods and systems that help it obtain all its basic and secondary requirements with the lowest possible cost and high quality and as quickly as possible and with high flexibility and not harmful to the environment.

2. The company seeks appropriate competitive precedents that enable it to increase its market share to meet competitors and counter threats posed by companies operating in the same sector of industry.

3. Its enjoyment of vital importance at the level of the region's economy, being one of the leading companies that have markets for its goods. And market divisions for its customers in all provinces of the region.

Second - describing and diagnosing research variables.

This section presents a description and diagnosis of the variables adopted in the research according to the answers of the respondents in the researched company. As Table (1) Appendix (1) shows the percentages, mathematical mean, and standard deviations for each of the search variables as follows:

1. Description **and Diagnostic Activities of the Electronic Processing Chain:**

A - **Project Resource Planning System (ERP)**

It is clear from Table 1 - Annex 1 that the project resource planning system is one of the most prominent activities agreed upon by the study sample members with a percentage of 87.66% and an arithmetic mean (4.40) and a standard deviation (0.78). This ratio indicates the role that This system is played by the company under study in providing all the information and making it available to decision makers and related individuals inside the company at the time of need, which helps in facing the challenges facing the company as soon as possible and seizing the opportunities available to it in a way that reflects and positively on increasing its market share and enhancing its position Competitive.

B - electronic **purchase**

It is noted from (Table 1 - Appendix 1) that there is an agreement percentage (79,98%) about the e-purchasing clauses between the individuals of the study sample and that came with an arithmetic mean ((4,067 and a standard deviation) (0,033), which indicates the extent of interest of the researched company in e-procurement and its

programs during its completion For procurement activities, such as searching for the best suppliers whose raw material prices are low cost and characterized by high quality, fast delivery and providing them with goods that are not harmful to the environment, which reflects positively on the competitive priorities of the company under study.

C- **MRP** system

The results of (Table 1 - Appendix 1) showed an agreement rate (70.66%) that is relatively high and with an average of (4.04) and a standard deviation (0.96), which indicates the extent of interest of the researched company in the system of planning needs to satisfy the requirements of its production lines and reduce storage in its warehouses.

D-**E-**Marketing

E-Marketing has achieved a percentage of agreement (66.32%) and an average of 3,81) and a standard deviation (1,04). This indicates the research company is seeking to intensify its efforts to increase the effectiveness of e-marketing.

E-Customer Relationship **Management**

Customer Relationship Management achieved a percentage of agreement (64,34%), with an average of 3.95) and a standard deviation ((1.04) among the study sample individuals, indicating that the researched company gives an average interest in managing its relations with its customers.

It is clear from the above that the project resource planning system has achieved the highest percentage of agreement among other activities adopted by the research, which indicates the use of the research company's management for advanced systems and software to obtain all the data and information necessary to accomplish its main tasks and achieve its goals, while the customer relationship management achieved the lowest agreement between Members of the study sample, which necessitates the research company to give adequate attention to this activity because of its impact on enhancing its competitive position.

2. Description **and diagnosis of appropriate competitive precedents:**

A - Cost primacy

The cost precedence achieved a percentage of agreement (73,34%), and this came with an average of (4,004) and a standard deviation (0.938) among the study sample individuals, as this ratio indicates the company's focus on this precedence by searching for raw materials, production process requirements, promotional and marketing methods and methods With low cost in addition to its dependence on cadres of working individuals from abroad and from multiple nationalities whose wages are low compared to local individuals.

B-Quality **primacy**

Quality precedence reached a percentage of agreement (69%) and an average of 3.96) and a standard deviation (0.96), as this ratio indicates an average focus by the researched company on the quality of its goods, services and production requirements, so the researched company should give greater importance This takes precedence because of its role in increasing customer loyalty to it and thereby enhancing its competitive position.

C-Precedence **of flexibility**

Flexibility precedence achieved agreement rate ((74,68%) among the study sample individuals, which came with an average of (4,01) and a standard deviation (0.92), which indicates the focus of the researched company on

this precedence by using modern and advanced machines and equipment capable of achieving more than a process at the same time and its possession of workers who are able to accomplish more than one task at one time, which helped him to overcome changes in the variance of the tastes and desires of its customers in a way that strengthened its competitive position in the environment in which it operates.

D- Priority of delivery

Precedence of delivery came at an agreement rate (76.34%) among the study sample individuals, and this came with an average of (4.36) and a standard deviation ((0.87), which indicates the extent of the research company's interest in meeting the needs and desires of its customers at the agreed time.

E-primacy **of creativity**

Creativity precedence achieved agreement rate (68.4%). This came with an arithmetic mean ((3,96 and standard deviation), 96) between the study sample individuals, which is close to quality precedence, and this indicates an average interest by the management of the company researched with this precedence.

F-primacy **of the environment**

The environmental precedence reached an agreement rate of (81.7%) with an average of (4.14) and a standard deviation (0,825) between the individuals of the study sample, and this indicates the company's observance of the environmental aspects during the completion of its production and commercial activities through the use of raw materials that are not harmful to the environment in addition to taking into account Laws and regulations issued by the Kurdistan government and international organizations concerned with the environment.

It is clear from the above that the researched company adopted competitive precedents according to the following arrangement

1 – Environment

2 - Delivery

3 - Flexibility

4 - Cost

5 – Quality

6 - Creativity, as the environment took precedence over the highest level of agreement for the opinions of the respondents, as this result confirms the extent of concentration and consideration of the company to all environmental aspects in terms of adherence to laws and regulations related to the preservation of the environment and the use of raw materials, devices and equipment that are not harmful to the environment, while the precedence of delivery and flexibility came in the second and third ranks and in close proportions as evidence of the company's ability to respond to customers' renewed requests in a timely manner as necessary precedence The retail trade, even if it is at the expense of the price in some cases, but what is striking is that the quality and creativity precedence is the lowest percentage of agreement among the members of the study sample despite their approach to the good level, but they are below ambition, which requires giving them increased attention in addition to the cost priority necessary for the current economic situation that It passes through the country, as they are essential pillars to achieve a distinct competitive position.

Third: Analyzing the correlation and influence relationships between research variables:

1. Analyze **the correlations between electronic chain activities and appropriate competitive precedents:**

With the aim of determining the correlation between the activities of the electronic supply chain and the appropriate competitive precedents in the researched company, this axis is dedicated to verifying the possibility of accepting or rejecting the first main hypothesis that indicates a significant correlation between the activities of the electronic supply chain and the appropriate competitive precedents at the macro and micro levels in the company search.

Table (3) presents the results of the correlation relationships between the electronic supply chain activities and the appropriate competitive precedents in the company in question.

Table 3: Results of the correlation between the activities of the electronic supply chain and the appropriate competitive precedents in the researched company.

Independent dimension / The approved dimension		Electronic chain processing activities					
		Project resource planning system	Online purchase	Market needs planning system	E-Marketing	Customer Relationship Management	Overall index
Precedence for appropriate competitiveness	Cost	.581**	.553**	.617**	.688**	.731**	.770**
	Flexibility	.622**	.598**	.736**	.691**	.709**	.813**
	the quality	.565**	.572**	.734**	.713**	.782**	.822**
	creativity	.488**	.505**	.567**	.652**	.711**	.737**
	the service	.530**	.668**	.657**	.516**	.702**	.754**
	Cost	.438**	.303**	.431**	.407**	.452**	.492**
	Flexibility	.656**	.562**	.782**	.749**	.833**	.893**

P≤ 0.05 N=60

The source was prepared by the researchers, based on the results of the electronic calculator

It is noted from Table (3) that there is a significant correlation relationship between the electronic supply chain activities and the appropriate competitive precedents in the research company, as the value of the overall index of the correlation coefficient (** 893 **) at the level of significance (0.05), and this indicates a strength The relationship between the two variables, as whenever the researched company adopts the activities adopted in the research properly, this leads to an accurate selection of competitive precedents appropriate to the nature of its work. This result is consistent with a study (Mbhele, 2014,154) that indicates the role of electronic supply chain activities in enhancing the company's competitive position.

2. Relationships between electronic chain processing activities and competitive precedence at the micro level:

A. The results showed that there were significant correlations between each activity and all competitive precedents.

B- The strongest correlation was on the sub-dimension level between the precedence of flexibility and customer relationship management and reached (782 **), as this ratio indicates the extent of the capabilities and capabilities that the administration enjoys in increasing the speed of response to the changes taking place in the variance of the tastes and desires of the customers because the employees of these Management is in constant contact with customers.

C The strongest correlation was at the level of the overall dimensions between the precedence of flexibility and the activities of the electronic supply chain amounted to (822 **). This indicates the role of these activities in enhancing the precedence of flexibility for the company and making it able to respond to customers' changing demands in the working environment in it.

D-It was also the strongest correlation between competitive precedence and customer relationship management activity, based on the need for the researched company to maintain distinguished relationships with its customers as a way to adopt appropriate precedents.

H. While the weakest correlation was at the sub-dimension level between the precedence of the environment and e-procurement with a value of (303.), and at the level of the overall dimensions between the precedence of the environment and the activities of the electronic supply chain reached (492 **), which indicates the weakness of these activities in preserving the environment.

Based on the foregoing, the first main hypothesis which states (there is a significant correlation relationship between the electronic supply chain activities and the appropriate competitive precedence at the macro and micro levels in the company under research) is accepted.

2. **The effect of the electronic supply chain activities in the appropriate competitive precedents:** According to the second hypothesis, which states "the activities of the electronic supply chain affect the appropriate competitive precedents in the company in question", and the following sub-hypothesis derives from it "there is a significant effect of the electronic supply chain activities (combined) In each of the appropriate competitive precedents in the company in question. " As this effect was defined as in Tables (4) and (5)

Table 4: Relationship of the impact of the electronic supply chain activities on the competitive priorities Appropriate at the macro level

Independent dimension / The approved dimension	B_0	Electronic equipment chain activities B_1	R^2	F	
				Calculated	Tabular
Precedence for appropriate competitiveness	.403*	.891 (15.097)*	.797	227.923	2.37

) *Calculated as P ≤ 0.05 df = 1,58 N = 60 (T

The source was prepared by the researchers, based on the results of the electronic calculator

A. It is clear from Table (4) that there is a significant effect of the activities of the electronic supply chain combined in the appropriate competitive precedents combined, as the determination factor (R2) of the general model reached (797), and this means that (79.7% of the differences explained in the appropriate competitive precedents are explained by The activities of the electronic supply chain are combined and the rest are due to random variables that cannot be controlled or that are not included in the regression model originally, while the calculated value of (F) reached (227.923 *) which is greater than the tabular value of (2.37) within the level of significance (0 , 05) and two degrees of freedom (1,58), and this is reinforced by the value of the regression coefficient (Beta), which indicates that, 891) Appropriate competitive antecedents in the company surveyed is the result of change and one unit of a series of electronic processing activities and supports the value of (t) calculated * (15.097) which is higher than Tabulated value of $ (1,671) level significantly (0.05). Table (5) shows the effect on the micro level.

Table 5: The relationship of the effect of the electronic supply chain activities in each of the appropriate competitive precedents

Independent dimension / The approved dimension	B_0	Electronic equipment chain activities B_1	R^2	F	
				Calculated	Tabular
Precedence of Cost	.121	.957 (9.182)*	.59	84.315	2.37
Quality primacy,	-.316	1.054 (10.638)*	.66	113.161	2.37
Flexibility precedence	.206	1.041 (10.986)*	.675	120.699	2.37
Precedence over delivery	.417	.829 (8.308)*	.54	69.023	2.37
precedence Creativity takes	.446	.867 (8.499)*	.55	72.23	2.37
Take precedence over the environment	1.594	.539 (4.301)*	.24	18.499	2.37

*Calculated as P ≤ 0.05 df = 1,58 N = 60 (T)

The table prepared by the two researchers based on the results of the electronic calculator**.**

It is evident from the following table (**5**):

B. Table (5) shows the existence of a significant effect, not the activities of the electronic supply chain in the cost precedence, as the value of the determination factor (R2), 59). This means that (59%) of the differences explained in the cost priority are explained by the activities of the electronic supply chain and the rest is returned

to random variables that cannot be controlled or that are not included in the regression model originally, while the calculated value of (F) reached (84,315) which is greater than its tabular value of (2.37) and within a significant level (0.05) and with a degree of freedom (1,58) and through the follow-up of the regression coefficients (Beta) and the test (t) of (9,182) which is greater than the tabular value of (1.671) Positive morale of the independent dimension (EPC activities) in the dependent variable (cost precedence).

C. Table (5) shows the presence of the activities of the electronic processing chain (combined) in the quality precedence, as the value of the determination coefficient reached (R2) (66), this means that (66%) of the differences explained in the quality precedence are explained by the activities of the electronic supply chain and the rest is returned to random variables that could not be controlled or that were not originally included in the regression model. While the calculated value of (F) reached (113,161) which is greater than its tabular value of (2.37) and within the level of significance (0.05) and with a degree of freedom (1,58) and by following up the regression coefficients (Beta) and testing (t) of (10,638) It is greater than the tabular value of 1.671.

D. Table (5) shows a significant effect of the electronic supply chain activities (combined) on the precedence of flexibility, as the value of the determination coefficient (R2) reached (0.67), which means that (67%) of the differences explained in the flexibility precedence are explained by the activities of the chain electronic processing. The rest is due to random variables that cannot be controlled or that are not originally included in the regression model, while the calculated value of (F) reached (120,699) which is greater than its tabular value of (2.37) and within a significant level (0.05) and with a degree of freedom (1, 58), and by following the regression coefficients (Beta) and testing (t) of 10,986) which is greater than the tabular value of 1.671) For the positive moral effect of the independent dimension (electronic supply chain activities) in the approved dimension (precedence of flexibility).

H. In table (5), there is a significant effect of the electronic supply chain activities (combined) on the precedence of delivery, as the value of the determination coefficient reached (R2) (54), and this means that ((54%) of the differences explained in the priority of delivery are explained by the activities of the electronic supply chain. The rest is due to random variables that cannot be controlled or that are not originally included in the regression model, while the calculated value of (F) was (69,023) which is greater than its tabular value of (2,37) and within a significant level (0.05) and with a degree of freedom (1, 58), and by following up the regression coefficients (Beta) and testing (t) of 8,308) which is greater than the tabular value of 1.671) Positive moral of independent dimension (EPG activities) in approved dimension (delivery precedence.(

And. The table (4) shows a significant effect of the electronic supply chain activities on the precedence of creativity, as the value of the determination coefficient (R2), 55)) This means that (55%) of the differences explained in the creativity precedence are explained by the activities of the electronic supply chain and the rest goes back to Random variables that cannot be controlled or are not originally included in the regression model. While the calculated value of (F) reached (72,23) which is greater than its tabular value of (2.37) and within a significant level (0.05) and a degree of freedom (1,58) and by following up the regression coefficients (Beta) and testing (t) of (8,499) It is greater than the tabular value of (1.671). The positive significant effect of the independent dimension (electronic supply chain activities) is confirmed in the approved dimension (the precedence of creativity.

S. In table (5), there is a significant effect of the electronic supply chain activities (combined) on the environmental precedence, as the value of the determination coefficient reached (0.24) (R2) and this means that

(24%) of the differences explained in the environmental precedence are explained by the activities of the supply chain. The rest is due to random variables that cannot be controlled or that are not originally included in the regression model. While the calculated value of (F) was (18.49), which is greater than its tabular value of (2.37), within the level of significance (0.05), and with a degree of freedom (1,58), and by following up the regression coefficients (Beta) and testing (t) the amount (4,301) which is greater than the tabular value of (1,671) confirmed the presence of a positive moral effect for the independent dimension (electronic supply chain activities) in the approved dimension (environmental precedence). **It is clear from the above that** the effect of electronic supply chain activities in enhancing the precedence of appropriate competitive precedents in the researched company at the macro level and with a very good value, while at the micro level, the effect of the electronic supply chain activities came In the precedence of flexibility first, which enhances the results of describing and diagnosing the appropriate competitive precedents in the researched company, as flexibility came at an advanced level of the interests of the respondents, and with the same compatibility, the effect of the activities of the electronic supply chain in the creativity precedence came at low moral levels, to reinforce the respondents 'agreement on this precedence, which explains this precedence Pivotal to obtain great attention from the management of the researched company, and in accordance with the above, accept the second main hypothesis and the hypothesis derived from it.

ANALYSIS OF THE VARIANCE OF THE EFFECT OF THE ACTIVITIES OF THE ELECTRONIC PROCESSING CHAIN IN ENHANCING COMPETITIVE PRIORITIES

The content of this effect reflects the test of the third study hypothesis, which states that "the activities of the electronic supply chain vary in their impact with the appropriate competitive precedents of the researched company", and the activities of the electronic supply chain represent the independent dimension, while the appropriate competitive precedents represent the approved dimension. These are verified using step-wise analysis and at the general level of the respondent.

Table (6) data indicates the results of a step-wise regression analysis for the independent dimension (electronic supply chain activities) in the approved dimension (appropriate competitive precedents). The analysis process was carried out in three phases, the first stage started with the introduction of after Customer Relationship Management, and the value of the determination coefficient (R2) (68.8%) This value indicates the percentage of difference explained in the appropriate competitive precedents due to the impact of the customer relationship management activity, and this means that the researched company takes care of customers by setting up a special organizational unit to manage relationships with its current and new customers to know their needs and expectations and to know their satisfaction with the company's goods, and this organizational unit achieves its goals by employing a cadre of people with skills and experience who are able to use modern technological means in order to reach customers as quickly as possible and achieving superiority over competitors working in the same sector. In the second stage, the material needs planning system entered a second activity in the model. The value of (R2) upon entering this dimension was (76.1%), meaning that the researched company when using the material needs planning system and its software will meet the requirements of its customers as quickly as possible and thus the storage levels and costs

will decrease which enhances the company's competitive priorities, and in the third stage the marketing activity entered electronic in the form and the value of (R2)) amounted to 78.7%, which indicates the relative importance of this activity because of its potential and capabilities in promoting the goods of the researched company and meeting the requirements of its permanent and expected customers and thus enhancing the competitive position of the company. Table (5) shows the results of step-wise regression analysis for the variation in the activities of the electronic supply chain in terms of importance and influence in appropriate competitive precedents.

Table 6: Arrangement of the importance of the impact of the electronic supply chain activities in the appropriate competitive precedents

The step	Dimensions included in the model according to their importance	R^2
The first step	Customer Relationship Management	.688
The second step	Customer Relationship Management / ERP system	.761
The third step	Customer Relationship Management / Material Needs Planning System / E-Marketing	.787

Table prepared by the two researchers based on the results of the electronic calculator**.**

Consistent with the foregoing, the third main hypothesis which states, "There is a degree of variation in the impact of the electronic supply chain activities in the appropriate competitive precedents is accepted."

The fourth topic / conclusions and recommendations

III. CONCLUSIONS

1. The results of the description and diagnosis indicated that there was an agreement among respondents regarding the activities of the electronic supply chain and the most prominent activities that achieved the highest agreement rate among those activities (the project resource planning system). This indicates the extent of the research company's interest in information exchange operations between all its people, departments and partners in the supply chain either for the answers that achieved the lowest agreement rate among those activities (Customer Relationship Management) in the sense that the researched company does not give sufficient attention to this activity.

2. As for the appropriate competitive precedents, the results of the description and diagnosis indicated that there was an agreement for respondents about these precedents and the highest agreement was the precedence of (the environment), which indicates the extent of the researcher's interest and observance of the environmental aspects during the completion of its tasks and functions, either with respect to the answers that achieved the lowest agreement percentage of Among those precedents was precedence (creativity), and this indicates that the research company was not given sufficient importance to develop the skills of its workers and employees.

3. There was a significant correlation between the activities of the electronic processing chain combined and the appropriate competitive precedents combined in the research company. This indicates that the increased interest of the company's management in the activities of the electronic supply chain activities will contribute to the promotion and selection of appropriate competitive priorities for it.

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4. There was a significant correlation relationship between each activity in the electronic supply chain and the competitive priorities combined. This indicates that the increased interest of the researched company management in each of the activities of the electronic processing chain alone will contribute to enhancing the appropriate competitive priorities combined.

5. There was a significant effect of the electronic supply chain activities combined in the appropriate competitive precedents combined in the research company, and this indicates the possibility of the effect of the electronic supply chain activities combined to enhance the appropriate competitive priorities combined in the company.

6. There was a significant effect of the electronic supply chain activities combined in each of the appropriate competitive precedents in the researched company, where the strongest impact relationship for the electronic supply chain activities was in the precedence of flexibility, while the precedence of the environment came with the lowest impact, and this was produced by the results of statistical analysis.

7. There was a difference in impact by the activities of the electronic supply chain as an independent dimension in the appropriate competitive precedents as an approved dimension at the level of the company under study, where the greatest impact was the management of customer relations in the appropriate competitive precedents in the first place followed by the system of planning the needs of materials secondly then E-Marketing Third and Lastly.

IV. RECOMMENDATIONS:

1. The current study recommends the management of the researched company to increase interest in the activities of the electronic supply chain because it has an important role in enhancing appropriate competitive precedents by introducing employees and workers in training courses to develop their skills and capabilities in the field of electronic processing chains, and that the research and development department conduct more research and studies to follow developments in supply chains.

2. The researched company should increase attention to the dimensions of appropriate competitive precedents as it is one of the primary means of survival and growth and achieving superiority over competitors and the main way to enter the global markets by searching for the best suppliers in terms of cost, quality, flexibility, speed of delivery and the provision of materials that are not harmful to the environment as well as developing the skills and capabilities of her work and making them able to accomplish more than one mission at the same time.

3. The researchers also believe that the management of the researched company should give more attention to managing its relationships with its customers through developing the skills and capabilities of workers in departments and people who are in constant contact with the customer to know the changes taking place in his directions and desires, and providing and providing advanced communication devices that help these workers to reach the customer as soon as possible.

4. The current research recommends that the researched company manage more attention to the precedence of creativity through holding informal meetings and meetings between all the company's cadres and employees to break the barrier of fear among the working individuals and enable them to present their ideas and take them into

consideration no matter how distant, and train managers and workers how to work as a team one within the company to meet the current and renewable customer needs.

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