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SUPPLY CHAIN STRATEGIES AND THEIR REFLECTION ON SALES PROMOTION

(A field study in Misan Company for the Production of Dairy and Refreshments Ltd.)

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A B S T R A C T

This work aims to identify supply chain strategies and their reflection on sales promotion in Misan Dairy and Refreshments Co. Ltd.
A questionnaire was developed to ensure a relationship between the research variables, and based on the comprehensive inventory method, (89) questionnaires were distributed in Misan Company for Dairy and Beverages Production Ltd., and their data was analyzed using (SPSS V.24) program.
The results of the research showed a knowledge gap related to determining the nature of the relationship between supply chain strategies and sales promotion. Also, there is a statistical relationship between the research variables. Therefore, the company surveyed needs to adopt supply chain strategies to stimulate sales.
The results of the research can be benefited from by adopting supply chain strategies to stimulate sales, thus increasing the company's chances of achieving its goals and objectives.
This study is the first that combines current variables (supply chain strategies and sales promotion) into a single hypothetical model. This means that there is no knowledge product that determines the relationship between these variables, whether at the level of Iraqi organizations or others, or at the level of Arab and foreign studies, so the current research came to bridge that gap.

K E Y W O R D S

Supply Chain Strategies, Sales Promotion, manufacturing.

INTRODUCTION

Supply chain strategies are an effective competitive weapon in the current business environment, which did not emerge from a vacuum. They came as a result of changes and developments in the fields of information technology and due to changes and intensification of competition between companies within the framework of the industry environment and changes in the needs and requests of customers, which prompted companies to search for new competitive rules and adopt different strategic directions compared to its competitors by stimulating sales. Therefore, contemporary companies have paid a big attention to activating sales and their tools to make a qualitative shift in them as an important competitive weapon used to attract customers and satisfy their needs and expectations, around which the strategy revolves to compete with the organization and achieve excellence and leadership in the market.

1. Research Methodology

1.1. Search problem:

The research problem lied in the difficulty organizations face in adopting supply chain strategies to stimulate sales. Therefore, the current research tries to reveal the relationship between its variables and dimensions, and to determine the extent to which the researched company has appropriate strategies to stimulate sales, as there are no discussions about the extent to which supply chain strategies contribute to stimulating sales as far as the researchers know. This indicates a cognitive deficiency in how to bridge the gap between the variables of the current research.

To achieve this goal, a survey was conducted in the company based on a checklist, which included specific items regarding supply chain strategies andsales revitalization. The simple random sample method (18) was adopted, including engineers, observers and craftsmen in the departments of the researched company. The researchers' use of the simple random sample method comes from their assumption that the characteristics of the sample members are close compared to the total community, in order to achieve a practical answer to the items and questions of the research.

2.1. Research Questions:

Based on the aforementioned research problem, the present research seeks to answer the following epistemological and practical questions:

- **a)** What are the conceptual considerations rather than supply chain strategies and sales revitalization?
- **b)** Can supply chain strategies boost sales?
- **c)** Is there a relationship between supply chain strategies andsales revitalization?

2.1. Study Objectives:

Based on the research problem andquestions, its objectives can be determined as follows:

- **a.** Putting conceptual modeling rather than supply chain strategies and sales revitalization.
- **b.** Determining the availability of supply chain strategies and their contribution to sales revitalization.
- **c.** Identifying the relationship between supply chain strategies and sales promotion.

3.1. The importance of study:

The importance of research is based on the cognitive and applied level as follows:

- **a)** Knowledge level: it seems from a cognitive framing about the research variables, there is no Arab or foreign studies that combines its variables in one hypothetical model according to the researchers' knowledge, and therefore will be of interest to researchers when conducting studies in this field.

b) Applied level: The applied importance of research stems from the benefits that are achieved when the research company adopts supply chain strategies that contribute to the promotion of sales.

4.1. Research hypotheses:

1.4.1. There is a statistically significant positive correlation for supply chain strategies in sales revitalization.
2.4.1. There is a statistically significant effect of supply chain strategies in stimulating sales.

5.1. Hypothetical scheme of research:

The researchers designed a hypothetical scheme for research based on the problem of the study and its objectives, as in Figure (1).

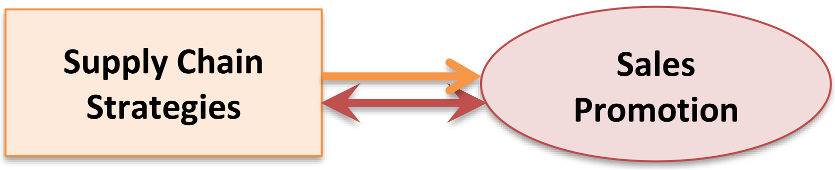

Figure (1) Research hypothesis scheme

Figure (1) shows the nature of the relationship between the main variables of the research. The independent variable (supply chain strategies) is drawn in a rectangular shape, and the dependent variable (sales promotion) is in an elliptical shape by relying on(Sekaran & Bougie, 2016).

6.1. Research Community

Misan Company for the production of dairy and refreshments Ltd. consists of (89) individuals distributed in its various departments and units. The researchers relied on the method of comprehensive inventory through the distribution of questionnaire forms for all human resources in senior, middle and executive management. Table (1) shows the characteristics of the community members in the surveyed company.

Table (1) Characteristics of Respondents

Gender	Number	Certification	Number	Job Title	Number	Years of Service	Number
male	62	Middle School & Under	53	technician	61	5 Years & Less	20
		Preliminary study	32			6-10 Years	21
Female	27	Postgraduate studies	4	Administrative	28	11- and more years	48

We conclude from Table (1), which is prepared by the researchers that the respondents meet the appropriate conditions to answer the items of the questionnaire, and thus lead to accurate and objective results.

7.1. Previous studies

Chaharsooghi and Heydari (2011) aimed to identify the concept of strategic proportionality in supply chain management and alignment between competitive strategies through uncertainty and uncertainty of customer

demand. It found that all strategies require coordinated decision-making, that they require an incentive plan for the human resource who implements the strategy, and that all strategies are means Absorb uncertainty.
Al-Ukaili (2010)aimed to develop a model that links the study variables and provides a background for the importance of companies adopting supply chain management strategies in achieving competitive advantage. The study concluded that the surveyed companies have benefited from supply chain management strategies at the macro and sub-levels in achieving their competitive advantage in the industry environment and market sector, and some companies adopted the efficient strategy to perform their operations and the other used the strategy Responsive to enhance competitive advantage.
Qi and Chu (2009) aimed to provide integration in the supply chain and to know the relationship between two types of supply chains, namely flexible and agile, and internal and external integration. Both strategies were found to have a significant positive impact on the presentation of an integrated supply chain, a link between agile and agile supply chain strategies, and two types of internal and external integration.
Al-Hadithi (2007) evaluated the performance of the two processing chains of the study population, identify their orientations, weaknesses and bottlenecks, determine the requirements for designing an efficient and responsive chain, design the efficient and responsive chain models for each of the products of the study sample, and determine the appropriate performance standards for both series. The study found that the efficient and responsive processing chains designed for a sample of the company's products outperformed the current series, as it improved the level of response to the customer and provided service to him by adopting competitive standards in selecting the suppliers of the two series, which raised the level of implementation of the two production lines for each of the products of the study sample.
Ali (2003) seemed to achieve a set of objectives represented in knowing the nature and nature of the promotional activity and the extent to which health awareness is achieved among the public through promotional activity in order to consolidate the concepts of promotion in health organizations. The study reached several conclusions, the most important of which is the lack of specialized personnel in the field of marketing. This is because the scientific methods were not applied in evaluating the efficiency of the elements of the promotional mix and the means for each element in the health organization subject of the study which requires seeking to consider promotion as a concept or function that can be applied, and seeking to develop an estimated budget for promotion activities in the health organization.
Al-Dabbash (1998) determined the best repetitions in television commercials provided to viewers, and the researchers found that the optimal frequency of commercials is (2-3) times a day on television, and that the frequency of advertising less than that may not play its role in introducing the commodity, but if the repetition increases from that, it will create boredom and boredom in viewers.

2. Theoretical Framework

1.2. Supply Chain Strategy

1.1.2. The Concept of Supply Chain Strategy

Supply chain strategy can be defined as the cooperation between all activities associated with the production and delivery of a product that enables customers to obtain high quality products at low cost (Russell & Taylor, 2003). Heizer and Render (2004) defined it as integrated activities for the acquisition of raw materials and their conversion into finished products for delivery to customers. Ho, Au, and Newton

(2002) asserted that it is a management philosophy that involves the management and integration of a set of selected core business processes from the end user to the primary suppliers and the provision of goods, services and information that add value to the customer and other stakeholders through the collaborative efforts of supply chain members. Of (2005) noted that it is the ability of an organization to work with its suppliers to provide high-quality materials and components that are competitively priced. Krajewski, Ritzman, and Malhotra (2010) pointed out that it synchronizes a company's operations with those of its suppliers and customers to keep pace with the flow of materials, services and information with customer needs (Nezamoddini, Kianfar, & Tash, 2011). It is a global network of suppliers, factories, warehouses, distribution centers and retailers through which raw materials are sourced, transformed and delivered to customers. The researchers see it as a set of activities that have to do with the flow of materials, services and information through suppliers to the customer.

2.1.2. Supply Chain Management Activities:

Al-Abidin (2005) pointed out that supply chain management activities can be divided into three categories:

- **a.** Planning activities: They include planning systems and information sharing systems, such as the project resource planning system.
- **b.** Value chain activities: They are product development, product diversification, development, procurement, evaluation, control of customer relations, inventory control, vendor control metrics, and customer service.
- **c.** Support and support activities: These are related to the design of supply chain structure, business process redesign, and information technology.

Some of the terms used in supply chain management are not a general application, as they are beyond that. Some concepts lie behind technical terms that extend in the perception that is referred to common parts of the overall supply network. This is useful for distinguishing between different terms presented in Figure 2 (Slack, Chambers, & Johnston, 2010).

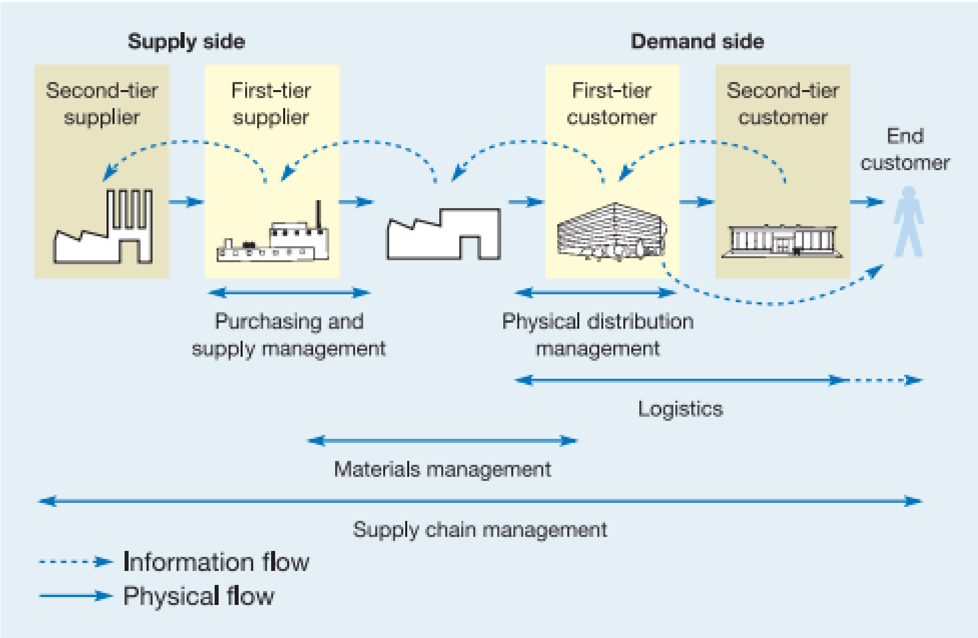

Figure 2 Supply Chain Management Activities

Mentzer et al. (2001) pointed to seven core activities within the supply chain structure: integrated behavior, information sharing, revenue and risk sharing, collaboration, customer service focus, process integration, and building and sustaining long-term relationships with partners.

From the above, the overlap of supply chain activities is evident, integrating operations, sharing information, returns and risks, and cooperation leads to building and sustaining long-term relationships with partners, focusing on customer service, and within all this, integrated behavior is demonstrated.

3.1.2. Supply Chain Strategies

Slack et al. (2010) reported that a distinction is often made between a managed supply chain either in terms of supply chain efficiency or in terms of supply chain flexibility and responsiveness, taking into account the issue of inventory. This requires the rapid flow of information at the top and bottom of the supply chain from retail channels towards the back to the manufacturing processes in the organization and the chain is managed in a way that ensures the speed of product flow down the chain to avoid maintaining high levels of inventory. Responsive supply chain ester emphasizes the high levels of service to the end customer, so inventory is spread along the supply chain to ensure direct connectivity so the chain can be prepared even when there is an emergency and fluctuating change in customer demands.

Krajewski et al. (2010); Slack et al. (2010) stated that an efficient supply chain is the best option in environments where demand prediction is highly feasible, as the focus is on the criterion of efficiency in the flow of resources and services and keeping inventory at low levels. Since new products are not recurring, product designs remain for a long time, as diversity is little in such environments, in which price is decisive, so the competitive priorities of organizations operating in these environments. It is low cost, acceptable quality and punctual delivery. As for the responsive supply chain, it works in environments characterized by uncertainty of demand, so it deliberately offers a wide variety of new goods and services frequently and depends on its innovative ability in that, which is positively reflected on the profit margin, so the competitive priorities of organizations operating in such environments are speed of development, fast delivery times, manufacturing according to customer demand, diversity, flexibility in size and high quality. And since these organizations work under uncertainty, they avoid The quantities of inventory that entail high costs remain, so you resort to disposing of them and selling them at large discounts.

2.2. Sales Promotion

1.2.2. The concept of sales promotion

Sales Promotion is a complex set of short-term actions to encourage customers and businesses by offering additional incentives to increase sales(Todorova, 2015).

Yazdanifard (2015)defined it as having different marketing strategies that play different roles in the market and a variety of incentives mostly short-term, designed to stimulate faster and increased purchase of certain products by customers.

Chang (2017) pointed out that sales Promotion is part of the promotional mix in marketing activities where its main function is to communicate with customers and touch their hearts and is a decisive factor in customer buying behaviors, a direct incentive for additional product value, and an incentive for end customers, salespeople or distributors.

Sales promotion is therefore a critical component of the organization's marketing mix, asthese promotional tactics activate short-term technologies to generate an immediate impact on sales volumes and customer purchasing patterns(Chaudhuri, Calantone, Voorhees, & Cockrell, 2018).

From the above, the researchers define sales promotion as short-term activities aimedat attracting customers to buy, or encouragingdistributors to make greater efforts to support products.

2.2.2. Sales Promotion Tools

Sales promotion tools occupy the largest share of the organization's promotion budget due to increasing competition in the market, low brand loyalty, growing power of retailers and other factors(Shi, Cheung, & Prendergast, 2005), so sales promotion tools are divided into two main groups: customer-oriented sales promotion tools, which include a variety of short-term tools designed to motivate customers to respond in a certain way, and sales promotion tools directed towards merchants that encourage them to promote the brand of the organization instead of competitors' offers (Nema, Nagar, & Shah, 2012)and tools to stimulate sales directed to the customer are:

1. **Coupons:** Vouchers or certificates that allow the holder (customer) to receive a price reduction on a specific product(Fill, 2002).
2. **Samples**: It is the provision of offers of a specific product to the customer or building excitement and response to an existing product, and it is one of the most effective sales promotion tools in providing products. Yet, it is more expensive for the organization, and the sample is sent by mail or distributed in a store or in an advertisement. Sometimes it is integrated into packages, which can then be used to promote other products and services, and samples are a powerful promotional tool(Armstrong, Adam, Denize, & Kotler, 2014).
3. **Buying a commodity and getting the second one for free**: This promotional tool involves buying a certain commodity and obtaining another item for free. It is offered to customers at the normal price and increases the value that the customer gets, as the additional quantity of the commodity provided for free plays an important role and a major reason to convince the customer to obtain and buy this commodity(Shi et al., 2005).
4. **Point of Purchase Promotion:** This tool includes any promotion set up at the sales site aimed at generating traffic, advertising the product, inducing the purchase of a certain batch of the product or using loudspeakers to advertise the product, using the shelves on which the products are placed, television screens in the supermarket and payment counters, voice messages in the store, audiovisual screens, and other means of promotion. 70% of purchasing decisions are caused by approved promotional means(Lamb, Hair, & McDaniel, 2011).
5. **Prizes:** they are designed to raise the attention of customers, especially those who have not used a specific product, specifically they are designed with the aim of being perceived by customers as a form of entertainment, and there are types of prizes are the contests and lotteries. Here, contests require customers to demonstrate a certain level of skills and knowledge, i.e. participants are required to show proof of purchase, while lotteries do not require any skills or knowledge, but their results depend solely on luck(Alimpic, 2014).

3.2.2. The effect of sales promotion in attracting the customer

Modern marketing is more than just producing good products and appropriate pricing and accessibility, as today attracting new customers has become very important in the world of marketing, the cost of keeping existing customers is less than the cost of acquiring new customers. All organizations need to communicate with customers and promote their products and services and convince the public to buy the product or service(Familmaleki, Aghighi, & Hamidi, 2015). So sales promotion is used as an effective promotional tool to attract new customers and increase the repurchase rate of users, so the organization must adopt effective promotional methods according to the type of product and determine its goals and control these means(Alavuk, Jevtić, & Petrevska, 2015). So the impact of sales promotion on the customer is wide-ranging, as there are many factors that can affect them, either to buy or not such as the time of purchase, the brand of the product and other factors. Also, customers are more attracted to the products that are promoted(Shamout, 2016), so the organization mustmake important decisions about the features that should be included in the goods and services it provides to customers because they are the return on investment to increase profitability by attracting the features that retain customers. These customers are different from the features that attract them and the organization must not only convince customers to buy its products or services but also retain them(Hamilton, Rust, & Dev, 2016).

3. Practical Framework

1.3. Descriptive statistics of research variables: This part seeks to present the results of the research variables and items depending on some statistical methods and tools, such as standard deviation and rate of variation for each variable and paragraph in order to know the dispersion of answers, in addition to the arithmetic media of variables and items to determine the level of answer for each of them, as follows:

1.1.3. Description of the independent dimension variables (supply chain strategies) of the researched company

Table 3, prepared by the researchers, shows the mean (Mean), standard deviation (Std.D.), and coefficient of variation (C.V.) for supply chain strategy items.

Table (3) Description of the items of the independent variable (supply chain strategies)

No.	Dimensions and items	Mean	S.D.	C.V.
First	**Efficient Supply Chain Strategy:**			
1	The company strives to have a long life cycle of its products.	1.13	1.18	29.95
2	The company's selection of suppliers is based on the lowest cost.	2.37	.80	28.56
3	The company focuses on the efficient flow of its resources and operations while maintaining less inventory at the end of the supply chain.	2.98	1.07	35.36
4	The company strives to offer distinctive products to its customers based on the lowest price.	2.25	.75	29.33
5	The company operates at the lowest levelof storage and balance with products.	2.93	1.33	36.63
6	The company is keen to eliminate costs that do not add value along the supply chain.	2.27	1.02	37.91
Secondly	**Responsive Vein Chain Strategy:**			
7	The company mostly strives to make its products sophisticated and/or innovative.	2.27	.71	35.21
8	Quick interaction with customer preferences and desires avoids the high costs of product obsolescence.	1.20	1.09	32.95
9	The company's choiceof the list is based on speed and flexibility in responding to requests.	2.22	.80	31.82
10	The company's supply chain is responsive to volatile demand (rapid adaptation).	2.40	.76	28.26

11	The company provides safety storage in every link of thevein chain.	3.25	.89	33.24
12	The company's management believes that the customer is part of thevein chain, so he must be taken care of and his needs and desires must be known.	3.37	.85	34.78
13	The company is keen to maintain sufficient backup power to meet the sudden demand.	1.18	.95	32.69
General rate of the independent variable		**2.29**	**0.93**	**32.82**

It is clear from the results of the above table on the descriptive statistics of the items of the independent variable (supply chain strategies), that there is consistency in the respondents' answers to some of the items. This is shown by the arithmetic means that ranged between (1.13-3.37), and the standard deviations that ranged between (0.71-1.33), and the coefficient of variation that ranged between (28.26-36.63). . The general arithmetic mean of the independent variable of (2.29) indicates the lack of positive acceptance and great importance from respondents towards supply chain strategies, which is lower than the value of the hypothetical mean of (3), and this reflects the actual reality in Misan Dairy and Refreshments Production Company Ltd. regarding the weakness of supply chain strategies in the company. So, it shows the value of the general standard deviation of (0.93) and the general coefficient of variation of (32). 82) on the non-dispersion of respondents' answers from the arithmetic mean, and the existence of harmony between the answers and understanding and perception of the items.

2.1.3. Description of the variables of the approved dimension (sales promotion) of the surveyed company

Table 4 shows mean and standard deviation (Std. D.), and the coefficient of variation (C.V.) for cleaner production items. This table is prepared by the researchers.

Table (4) Description of the items of the approved variable (sales promotion)

NO	Dimensions and items	Mean	S.D.	C.V.
1	Sales promotion tools contribute to building a good image of the company.	3.25	0.974	29.93
2	The company awards in-kind or cash prizes to increase sales.	2.24	0.977	27.23
3	The company gives gifts toits customers in order to build a friendly relationship with them.	3.04	1	33.08
4	The company provides coupons through discount for thepurchase of an item of goods.	2.96	1.01	34.43
5	The company offers a limited amount of new products for free to try.	2.4	1.07	33.7
6	The company operates advertisements for temporary offers that it offers.	3.2	1.1	34.46
7	Hurry up to take advantage of your temporary offers.	2.7	0.95	31.16
8	The company gives discounts to customers, especially on some occasions.	3.27	1.04	31.96
9	Sales stimulators instigate the customer's immediate purchase of their products.	2.25	1.05	30.87
10	Sales promotion tools shift from the customer's resort to other competing products.	3.1	1.09	32.16
General rate of the approved variable		**2.84**	**1.02**	**31.89**

The above table on the descriptive statistics of the items of the approved variable (sales promotion) shows a consistency in the respondents' answers on the items. This is shown by the arithmetic means that ranged between (2.24-3.27), and the standard deviations that ranged between

(0.95-1.1), and the coefficient of variation, which ranged between (27.23-34.46). The general arithmetic mean of the independent variable of (2.84) indicates the lack of positive acceptance and great importance from respondents towards sales promotion, which is lower of the value of the hypothetical mean of (3). This reflects the actual reality in Misan Company for the production of dairy and refreshments Ltd. regarding the weak application of sales promotion tools by the management and individuals working in it, and the value of the general standard deviation of (1.02). Also, the general difference coefficient of (31.89) shows that the respondents' answers are not dispersed from the arithmetic mean, and that there is harmony between the answers, understanding and awareness of the items.

2.3. Hypothesis testing

Table (5) indicates the results of correlation between the research variables, and shows a positive correlation with statistical significance at (0.05) for supply chain strategies at the level of variable and dimensions with sales promotion. So, the supply chain strategies are one of the main pillars that should be adopted by the surveyed company to enhance sales promotion.

Thus, the first hypothesis of the research will be accepted, which states there is a positive correlation with statistical significance for supply chain strategies at the level of variableand dimensional with sales promotion.

Table (5) Results of Correlation between Research Variables and Dimensions

Supply Chain Strategies	Efficient Vein Chain Strategy	Responsive Vein String Strategy	Total
Sales Promotion	**0.58***	**0.48***	**0.57***

* Significant correlation at (0.05) level N = 89

Table (6) is analysis of supply chain strategies and their reflection on sales promotion. At the overall level, it is clear that there is a significant impact of the variable of supply chain strategies in activating sales. This is shown by the calculated value of (F) of (28.62) at a significant level (0.05), and the value of (=α1.67), which means that there is a sales promotion by (1.67) even if the supply chain strategies are equal to zero, and amounted to (=0.69β), meaning that a change in supply chain strategies by one unit will lead to a change in sales promotion by (69%), and the value of (0.45=R^2). This means that 45% of the variation in sales promotion is explained by the supply chain strategies that entered into the model, and that 55% is an exhibit explained by other factors that were not included in the regression model. At the level of sub-dimensions, all of them have achieved a significant impact in stimulating sales. Thus, the second hypothesis of the research will be accepted, which states that "there is a statistically significant effect of supply basket strategies in sales promotion."

Table (6) Results of the impact of supply chain strategies in thesales activity

The independent variable and its dimensions	α	β	R^2	Calculated F	Morale level	Supported variable
Efficient Supply Chain Strategy	1.25	0.71	0.33	21.54	0.05	Sales Promotion
Responsive Vein String Strategy	1.89	0.56	0.23	23.68	0.05	
Supply Chain Strategies	1.67	0.69	0.45	28.62	0.05	

Tabular F = 3.11 Mean: 0.05 N=89

4. Conclusions and Recommendations

1.4. Conclusions

1. Supply chain strategies are integrated with the promotion of sales widely in the intellectual and cognitive aspect, as they are consistent in achieving an end and are directed towards production and sales sustainability.
2. The results of the descriptive analysis showed a weakness in the adoption of supply chain strategies in the surveyed company.
3. The results of the descriptive analysis revealed the weakness of sales promotion tools in the surveyed company.
4. The results of hypothesis testing showed that supply chain strategies and their dimensions have a direct and significant correlation with sales promotion.
5. The results of hypothesis testing showed that supply chain strategies have a significant impact on sales revitalization.

2.4. Recommendations

1. The company builds efficiencies in its supply chain geared towards providing better value to customers than competitors by reducing costs and increasing responsiveness to customer needs.
2. The company prefers to rely on the single source more than the multiple source, because of its many advantages, and its fewer disadvantages.
3. The company is recommended to pay greater attention to the impact factors of its supply chain such as a reduction in the number of its suppliers, an increase in its competitiveness and shorter product life cycles, an increase in its supplier-managed inventories, and an increase in the shipment of its inventories.
4. The company's is advised to address supply chain issues of demand forecasting, quality issues with materials, parts and delivery times by aligning the supply chain with the operations strategy.
5. It is recommended to focus on establishing long-term relationships with the company's suppliers to build and enhance confidence to obtain raw materials of the right quality, at the right price and at the right time to reduce damage and reduce production costs.

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