

Supply Chain Management Practices and Its Role in Achieving Competitive Advantage

An Analytical Study of the Views of a Sample of Texture Factory Managers in Iraq

Nasiriya

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Abstract--- The theme of managing the supply chain has become very important by researchers in the field of operations management and marketing management in all theoretical and applied fields. Which led to the need to develop successful practices for supply chain and complementary to the organization's strategy in order to achieve competitive advantage. The study used the analytical descriptive approach as a method to study the problem under study. due to the limited study society, it consists of (65) managers in different administrative units of the managers of divisions and units, The present study included all members of the community, A total of (45) valid questionnaires were obtained for statistical analysis, In order to process the data, a set of statistical methods was used in the statistical program (SPSS.v.18). The research has been based on a set of conclusions importantly, the supply chain is part of the value chain that deals with key activities as well as the impact of practices chain practices in competitive advantage. A number of recommendations have been made, most importantly, the need to build long-term relationships with suppliers and the trend towards establishing partnerships as well as the need to adopt competitive standards by the management of the factory in the selection of processors (cost, quality, responsiveness and delivery speed).

Keywords--- Supply Chain, Competitive Advantage, Production Management, Operations Management, Strategy.

I. Introduction

The typical global supply chain is in modern industry, Is a network of multi-part suppliers in different geographical locations, multiple production stations and distribution centers where the parts supplied are assembled in finished products and subsequently distributed to customers. (Austin Stephen, 2018:2).

Organizations have become indispensable in an era of globalization and openness which is characterized by the world and the rapidly changing business environment to shift to new organizational patterns by taking advantage of the shift from traditional hierarchical management to building, democratic mode and a more flexible participant, With these transformations, which have been characterized by more organizations' focus on knowledge, creative approaches are increasingly important in generating additional value for organizations and in achieving their competitive advantage. (Al-Mutairi, 2012).

On this basis, the present study seeks to show the effect of the management practices of the supply chain and its role in achieving competitive advantage. The researcher chose to conduct this study at the Sufi Textile Factory in Nasiriya. (Swaminathan and Tayur, 2003).

1.1. Study Problem

Business organizations seek to keep abreast of technological developments for the purpose of the face of great challenges produced by the business environment Including severe competition and shortened product lifecycle

researchers in the field of operations management and marketing have paid great attention to these developments the subject of the supply chain is of great importance in the academic and applied fields, Where new topics emerged in the series of equipment, including customer satisfaction and partnerships and the exclusion of competition must be paid attention to the management of the supply chain with a strategic vision and thus reflect the problem of research by asking the following questions:-

1. What are the appropriate supply chain management practices in the factory under study?
2. What are the requirements for successful supply chain practices?
3. What is the impact of the supply chain practices in achieving the competitive advantage of the laboratory under study?

1.2. Study Objectives

1. Identify the latest developments and the reasons for interest in the supply chain within the field of production, operations and marketing.
2. Know the practices of the supply chain.
3. Know the exclusion of competition used in the factory under study.
4. Diagnosis of the nature of the relationship and the impact between the practices of the supply chain and the competitive advantage.

1.3. The Importance of Studying

The importance of research stems from the following points:-

1. To identify the reality of the factory under study in particular and the Iraqi industrial organizations in general and how to cope with changes in the business environment by drawing the attention of the higher management to the advantages of the successful supply chain and its role in achieving competitive advantage.
2. Knowledge of the concepts of the supply chain and their role in achieving the competitive advantage of the organizations.

II. Hypotheses of the Study

2.1. HO1 Main Correlation Hypothesis

There is no significant correlation between the integration of supply chain practices (integration with suppliers, integration with intermediaries and distributors, integration with customers) in achieving the competitive advantage of the textile factory at an indication level ($\alpha \geq 0.05$) and branch out the following hypotheses: -

HO1.1 First Sub- Hypothesis

There is no significant correlation between the integration of supply chain practices (integration with suppliers) in achieving the competitive advantage of the textile factory at the ($\alpha \geq 0.05$)

HO1.2 Second Sub- Hypothesis

There is no significant correlation between the integration of the supply chain practices (integration with intermediaries and distributors) in achieving the competitive advantage of the textile factory at the ($\alpha \geq 0.05$)

HO1.3 Third Sub-Hypothesis

There is no significant correlation between the integration of the supply chain practices integration with customers) in achieving the competitive advantage of the textile factory at the ($\alpha \geq 0.05$)

2.2. HO2: MAIN Impact Hypothesis

There is no significant significance for the integration of supply chain practices (integration with suppliers, integration with intermediaries and distributors, integration with customers) in achieving the competitive advantage of the textile factory at an indication level ($\alpha \geq 0.05$) and branch out the following hypotheses: -

HO2.1 First Sub-Hypothesis

There is no effect of integration with suppliers on the competitive advantage at the macro level of the textile factory at the ($\alpha \geq 0.05$)

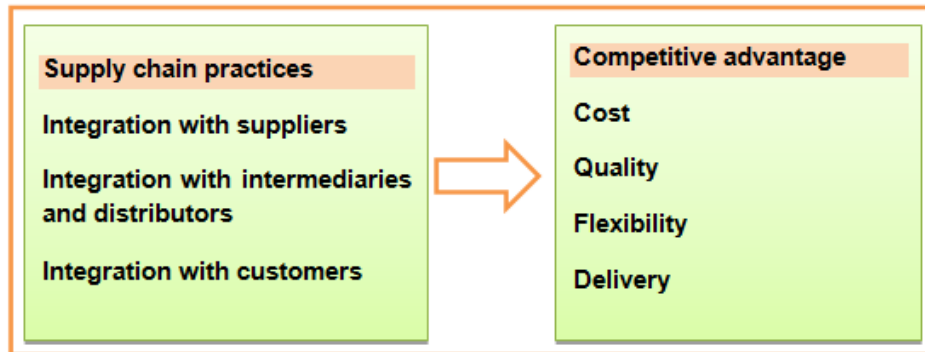
HO2.2 Second Sub-Hypothesis

There is no effect of integration with intermediaries and distributors on the competitive advantage at the macro level of the textile factory at the ($\alpha \geq 0.05$)

HO2.3 Third Sub-Hypothesis

There is no effect of integration with customers on the competitive advantage at the macro level of the textile factory at the ($\alpha \geq 0.05$)

Study model



The independent variables were based on the study (Brazi, 2012) while the variables dependent on the study (Taweel and Ismail, 2009: 13) as well as on the hypotheses and questions of the questionnaire.

III. Society and the Study Sample

Nasiriya Textile Factory was chosen as a society to conduct the study because it is one of the industrial organizations working in the field of the textile industry which are important industries in the country as well as the subject matter of the study is consistent with the nature of the work of the factory, The sample was selected from the category of managers because they are administrative leaders in the lab departments and have extensive experience and dimension on the activities carried out by the lab and these managers are responsible for the direction of the future of the factory by virtue of the positions they occupy which requires them comprehensive attention to all administrative practices and methods and to invest them optimally in favor of the textile factory.

IV. Supply Chain Concept

The concept of supply chain management focuses on relationships with suppliers and customers, In fact, it is concerned with an integrated network of companies and activities, For example, extract raw materials from the ground, to get the product and make it in the hands of customers, Moreover, it means dealing with the product after the completion of their productive life. In general, supply chain management uses tools for transferring information and products efficiently across the entire supply chain.(Silver & et al,2017:p.16).

The subject of the supply chain has been of great interest to researchers in the areas of operations management and marketing management.This concept has a wide impact on business organizations because of the developments they face and the many challenges, the most important of which is globalization and fierce competition, which led to a multiplicity of the researchers' views on defining the concept of the supply chain, defined as the functions or activities and facilities that include the production and delivery of the product or service, and the end of the final customer.(Stevenson , 2005:p.693).

The supply chain is the sequence of organizations- their facilities, functions and activities- which is involved in the production and delivery of a product or service. With the decline in restrictions on trade, investment and foreign ownership of manufacturing industries companies benefit from the country and regional comparative advantage, invest in foreign countries, and increase trade in goods and services through the establishment of an international supply chains. (Billig&Cook,2017:p.39).

Supply chain management is the strategic coordination of business functions within a business organizationand along its own supply chain for the purpose of integrating supply and demand management.supply chain managers are people at different levels of the organization responsible for managing supply and demand both within and across business organizations. it participates in the planning and coordination of activities involving sources, procurement of materials and services, transformation activities, and logistics.(Stevenson,2015:p.650).

And defined (Krajewski&Ritzman, 2005: p.420) as network services, Materials, information flows that link the customer relations of the organization and execution of purchase orders and related suppliers and end-customers.

Either (Schroeder,2007:p.189) Defined as a series of organizational processes and information relating to the provision of product or service from suppliers through production, distribution and access to the final customer.

(Kotler, 2008: p.712) defined the supply chain as the flow of materials and finished products And information related to the chain that adds value in the flow up and down through suppliers, organization, sales representatives and end customers Thus the effective management of time is critical to the success of the supply chain management. (Sethi,2017:p.1).

4.1. Importance of Supply Chain

The goal of the supply chain management Is the supply chain structure to maximize the competitive advantage and benefits to the end consumer. aswith the championship teams, The key feature of successful supply chains is members acting in ways that benefit the team (supply chain). (HEIZER and et al,2017:p.444).

Service supply chains are related to physical equipment chains in many ways. The actors in the supply chain are related to order delivery transactions,Theperformance of the process can be assessed from the point of view of the system rather than the level of the single actor. Services form supply chains in the same way as physical products, Such as a maintenance engineer for engines that take oil samples and send them to the laboratory and then the process is completed after receiving the results of laboratory tests. Two-way supply chain connections may be a loop, leading to client waiting time in the process. (Sethi,2017:p.41).

4.2. Dimensions of Supply Chain Management

With regard to the dimensions of supply chain management practices The researcher was shown through his survey of the various scientific treatises Which addressed the perspective of supply chain practices with their multiple dimensions and diversity, Where he explained (Li et al., 2006) The dimensions of supply chain management practices represent a multidimensional building, Combines theoretical and practical applications in the supply chain, While the researcher (Donlon) that its dimensions are in the amount of outsourcingand the formation of a partnership with suppliers, information exchange, compression cycle time. As he noted (Tan et al,2001) explaining that these dimensions are the use of quality, purchases, and relationships with customers. and it was (Alvarado &Kotzab, 2001) By focusing the dimensions of supply chain management practices on the use of an inter-organizational system and its core capabilities and disposal of surplus stock through deferrals.

For the purposes of this research, the researcher will adopt the following dimensions of supply chain management practices:-

1. Integration with suppliers

Refers to the set of practices relating to the transfer of activities and functions of the Organization's internal processes to another organization.(Li et al, 2006)

2. Integration with intermediaries and distributors

Refers to long-term relationships between FAO and its suppliers.(Li et al, 2006).

3. Integration with customers

Refers to an integrated set of practices that are used for customer complaints management purposes, and build long-term relationships with customers, improve customer satisfaction.

V. Competitive Advantage

The competitive advantage is limited to the company's ability to formulate and apply strategies that enable it to have a better competitive position than its competitors who work in the same activity. Where the senior management of the company to achieve the competitive advantage of the company through its products that meet the needs and desires of customers or the value that customers wish to receive from those products. Competitive advantage is defined as the ability of the organization to formulate and apply of strategies that make it better positioned for other organizations engaged in the same activity. (Mustafa, 2006:13).

He confirmed (Macmillan&Thampow, 2000:p.81) In its definition of competitive advantage as the possibility of the organization in achieving excellence in competition with others. Sees (Lami, 2008: 19) That the function of operations contributes to the competitive advantage of the company from the performance objectives of competitive priorities which the company seeks to achieve and which reflects the overall performance of operations.

As it knows the competitive advantage as a feature gives great value to customers, either by reducing prices or by offering special benefits and services to them, and to follow the best means and methods to market products and commodities, and the provision of care and attention of a special competitive advantage, which leads to increased profits, the sustainability of the success of the company's long-term. (Ehmke,2010).

There is a new institutional theory that illustrates variance and differentiation and supports competitive advantage by providing legitimacy to the institution or the company and the establishment of institutional coherence to control the pressures and resources and influence the organizational behavior that improves the institution and improve its performance. The new enterprise's theory states that the disparity between resources and staff capacity weakens competitive advantage and creates new barriers and problems. (Heene& Sanchez,2010:p.12).

Suggests (Wheelen& et al,2012:p.139) That sustainable competitive advantage of the company are mainly determined by its resources,and that there is a five-step approach to resources is based on the analysis of strategies:-

1. Identify and classify the company's resources in terms of strengths and weaknesses.
2. Combining the company's strength in specific capabilities and core competencies.
3. Evaluate the profit potential of these capabilities and competencies in terms of their potential to achieve a sustainable competitive advantage and the ability to harvest the profits resulting from their use. Are there any special competencies?
4. Identify the strategy that exploits the company's capabilities and competencies compared to external opportunities.
5. Identify gaps in resources and invest in raising weaknesses.

Where do these competencies come from? The organization can obtain distinctive efficiency in four ways:-

1. These assets may be a source of assets, such as a major patent, it comes from the foundation of the company.
2. Can be obtained from someone else.
3. Can be shared with another business unit or coalition partner.
4. They may be carefully constructed and accumulated over time within the company.

5.1. Competitive Advantage Objectives

The objective of the strategy is to have a sustainable competitive advantage or above average performance in the industry for ten years or more. although many companies perform better than major competitors for a short time, very few companies have consistently outperformed their industry for more than 10 years. The dominant winners are rare, and companies that check the sky in most industries are extreme values.(Marcus&Cohen,2017:p.2).

5.2. Dimensions of Competitive Advantage

The senior management of the industrial company works to achieve the competitive advantage of the company through its products that meet the needs and desires of customers or the value that customers wish to receive from these products, Sees (Lami, 2008: 19) That the function of operations contributes to the competitive advantage of the company of the performance objectives of the competitive priorities that the company seeks to achieve and which reflect the overall performance of operations. researchers in the field of production management and operations have addressed the dimensions of competitive advantage. And through a survey of some sources in this field shows us there is some similarity between the views of a number of researchers on the most common dimensions each of which serves as an essential dimension for the company's competitive advantage, These dimensions are cost, quality, flexibility and delivery (Davis,et.al,2003,33) , (Slack,et.al,2004,44) , (Krajewsky and Ritzman, ,2005,62) , (Stevenson,2007,4-14) and (Evans and Collier,2007,127) Given the importance of these dimensions in achieving the competitive advantage of the company they have been adopted as sub-dimensions of the research-based variable of competitive advantage.

5.2.1. Cost

Clarify (Hesterly& barney,2015:125) He may have an individual company cost advantage over its competitors for a number of reasons.cost advantages can be achieved even when competing companies produce similar products. Some of the most important of these sources are listed in the cost feature:-

- i. Differences in size and economies of scale
- ii. Differences in size and non-economies of scale.
- iii. Experience differences and economies of the learning curve
- iv. Low cost differential access to productive inputs

- v. Technological advantages independent of size
- vi. Political options

and said (Slack,et.al,2004,44) That the lowest cost is the main operational objective of companies competing through the cost even companies that compete with other non-cost competitive advantages seek low costs for the products they produce.

And clarify (Krajewsky and Ritzman,2005,62) That the reduction in the price of products contributes to increased demand for them, as well as it may reduce the profit margin if the company does not produce its products at low costs.

Shows (Evans and Collier,2007,124) That the company can reduce its costs through efficient use of production capacity available to them as well as continuous improvement of product quality and innovation in product design and process technology.

This is an important foundation for cost reduction as well as helping managers support and support the company's strategy to be a leader in the field of cost.

5.2.2. *Quality*

Confirms (Heizer and Render,2001,36) That the company obtain the expected value commensurate with its message it requires them to identify customers' expectations and desires for quality and work towards achieving them. He explains both (Zolghadar,2007,29), (Hindrikes et.al,2006,18) Quality dimension means that the ability to provide products that match the needs and desires of customers. and points out (Atem and Yella,2007,14) Quality means the view of different individuals or different views of the company versus different expectations of individuals, as the characteristics of the product will meet customer satisfaction. and sees (Karahasanovic and Lonn,2007,1) Means that the quality of conformity with the requirements. See all of the (Lami, and al-Bayati, 2008, 34) That high quality means in all that the production system must be developed to reduce the gaps so that the production does not meet the specifications set in advance and high reliability. and sees (Ruslan, 2007.3) quality is the quality of the organization or company to improve and develop processes and performance, reduce costs, time control, achieve the desires of customers and market requirements, and teamwork.

5.2.3. *Flexibility*

Describes (Chase,et.al,2001,26) "Flexibility is an important dimension and means the company's ability to deliver diverse products in required time, as well as the company's ability to develop existing products and improve its operations to deliver new products.points out (William,2007,38-39) Flexibility is the ability of a company to respond quickly to changes related to product design characteristics or changes in the size of customer requests.

5.2.4. *Delivery*

Says (Slack,et.al,2004,64) When you want to do the work quickly this means reducing the time it takes to receive the customers' orders for the products and delivering them to the final product. Illustrates (Krajewsky and Ritzman,2005,64) That there are three priorities for the delivery dimension dealing with time are: -

- i. **Delivery speed:** This speed is measured by the time it takes between the receipt of the customer's request and meet demand called waiting time.
- ii. **Timely delivery:** means delivery of customers' orders on time by the company.
- iii. **The speed of development:** the speed of introducing a new product and measuring the speed of time development between the generation of the idea and even the final design of the product and submission to the market.

VI. Analytical Side for Research Hypotheses

First: Statistical description and test of the correlation hypotheses of the main and subsidiary research variables:-

This part of the research deals with a statistical presentation being through testing and analysis of correlations between the variables of research (supply chain and competitive advantage) The level will also be recognized the dimensions of the supply chain and the dimensions of competitive advantage in the sample studied, and will be tested as they appear in the outline search is as follows:-

According to Table (1) below, which shows the level of dimensions of the supply chain and the dimensions of competitive advantage in the sample of the research through the statistical description including the mean and standard deviation. it turns out that the reality of the supply chain and competitive advantage in the textile Factory and according to the mean is (3) is acceptable

Table 1: Statistical Description and Correlation Matrix of the Main and Subsidiary Variables

No	Dimensions	M	S.D	Correlation coefficient R								
				1	2	3	4	5	6	7	8	9
1	Integration with suppliers	4.16	0.72	1	.585**	-.033	.740**	.270	.216	.125	.244	.307*
2	Integration with intermediaries and distributors	3.59	0.75	.585**	1	.313*	.867**	.106	.390**	.411**	.418**	.516**
3	Integration with customers	2.33	0.84			1	.566**	.203	.349*	.319*	.244	.447**
4	Supply chain practices	3.36	0.49				1	.272	.434**	.384**	.413**	.577**
5	Cost	2.61	0.96					1	.458**	.160	.015	.586**
6	Quality	2.70	0.86						1	.386**	.272	.740**
7	Flexibility	2.35	0.90							1	.379**	.724**

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Therefore, it is noticed from Table (1) that the chain series achieved a mean of higher than (3), and dimension of integration with suppliers and integration of intermediaries and distributors, integration with customers achieved less than (3), as for dimensions of competitive advantage achieved less than (3). This means that the investigated organization did not reach a competitive advantage.

Search hypotheses related to the correlation between the supply chain and competitive advantage will be tested, is there a correlation between the supply chain and competitive advantage, as shown in Table (1). This hypothesis will be tested as shown in the hypothesis.

According to Table (1) The main hypothesis and sub-assumptions will be validated as follows:-

6.1. HO1 Main Correlation Hypothesis

There is a significant correlation between the supply chain and the competitive advantage at the macro level. and through the data table (1) it turned out that there was a correlation positive relationship (0.58) as for the level of morale was acceptable at the level of (0.01), which is less than the level of morale determined by the researcher (0.05) so accept this hypothesis at the level of this research.

6.1.1. HO1.1 First Sub- Hypothesis

There is a significant correlation between integration with suppliers and competitive advantage at the macro level. and through the data table (1) it turns out there is a positive correlation (0.31), as for the level of morale was acceptable at (0.05), which is less than the level of morale determined by the researcher (0.05) so accept this hypothesis at the level of this research.

6.1.2. HO1.2 Second Sub- Hypothesis

There is a significant correlation between integration with intermediaries and distributors and competitive advantage at the macro level. the data of Table (1) showed a positive correlation (0.52) as for the level of morale was acceptable at the level of (0.01), which is smaller than the level of morale determined by the researcher (0.05), so accept this hypothesis at the level of research.

6.1.3. HO1.3 Third Sub-Hypothesis

There is a significant correlation between integration with customers and competitive advantage at the macro level. through the data table (1), it turns out there is a positive correlation (0.45),) as forthe level of morale was acceptable at the level of (0.01), which is smaller than the level of morale determined by the researcher (0.05), so accept this hypothesis at the level of research.

Second: Test and analyze the influence relationships of the search variables used Simple regression analysis in the tests of the effect of the supply chain on (competitive advantage), it also relied on the coefficient (Beta) to find out the expected change in the dependent variable (competitive advantage) because of the change in one unit of the independent variable (supply chain), and was based on the Coefficient of determination R^2 , to learn about the ability of the model to explain the relationship between the independent variable and dependent variables. a comparison of the strength of the effect of each independent variable was measured by (t-test) which indicates the results moral, as well as using the f-test to identify the significance of the regression model, search on the moral level was adopted (0.05) for judgment on the moral influence, Where the level of the calculated morale was compared with the level of the morale adopted (0.05), the effects are significant if the level of the calculated morale is smaller than the level of the moral adopted and vice versa. one main hypothesis has been put which provides for a significant significance of the supply chain in competitive advantage. and it branched off from this hypothesis three sub-hypotheses.

6.1.4. HO2: Main Impact Hypothesis

Testimony of this hypothesis is that there is a positive statistical significance relationship to the supply chain in the competitive advantage at the macro level.table (4) shows the results of the relationship test of the supply chain in competitive advantage.

Table 2: Results of the Analysis of the Impact of the Supply Chain in Competitive Advantage

Competitive advantage									
Variables	Constant a	Adjusted R^2	Values F	P value	Morality of regression model	Regression coefficient Beta	Values T	P value	Morality of regression coefficient
Supply Chain	0.96	0.33	23.48	0.00	Moral	0.58	4.85	0.000	Moral

According to Table (2) indicates (Adjusted R^2), that the explanatory ratio of the supply chain in the competitive advantage reached 33% it good percentage indicating that (33%) of the total differences in competitive advantage are determined through the supply chain, The remaining percentage (%67) represents the contribution of variables not included in the research model or random variables that cannot be controlled, Moreover, the value of (F) calculated (23:48), a moral at the level of (0.05), This indicates that the regression model (regression equation) acceptable explains the relationship between the supply chain and competitive advantage, this shows that the regression model (regression equation) is acceptable and explains the relationship between the supply chain and the competitive advantage. and the value of the coefficient of regression (Beta) between them (0.58) and tested its significance through the test (T) with a calculated value (4.85) and is significant at (0.05), based on this, the result confirms validity and acceptance of the main second hypothesis which states (there is a statistically significant moral effect and positive for the Supply chain in the competitive advantage).

VII. Sub-Hypotheses

Testimony this hypothesis find positive statistical effect relationship to the dimensions of the supply chain (Integration with suppliers, Integration with intermediaries and distributors and Integration with customers) in the competitive advantage at the macro level.the table shows (3) the results of the relationship test effect the dimensions of the supply chain in the competitive advantage.

Table 3: Results of the Analysis of the Impact of Supply Chain Dimensions in Competitive Advantage

Competitive advantage									
Variables	Constant a	Adjusted R^2	Values F	P value	Morality of regression model	Regression coefficient Beta	Values T	P value	Morality of regression coefficient
Integration with suppliers	1.01	0.37	8.63	0.000	significant	0.12	0.80	0.430	non-significant
Integration with intermediaries and distributors						0.34	2.09	0.042	Significant
Integration with customers						0.35	2.66	0.011	significant

According to Table 3 indicates Adjusted R^2 That the explanatory ratio of the dimensions of the supply chain in the competitive advantage reached 37%, A good percentage indicating that (37%) of the total differences in competitive advantage are determined by the dimensions of the supply chain, the remaining percentage (63%) represents the contribution of variables not included in the research model or random variables that cannot be controlled. moreover, the value of (F) calculated (8.63) which is at the level of moral (0.05) this shows that the regression model (regression equation) is acceptable and explains the relationship between the dimensions of the supply chain, competitive advantage, below is a test of the sub-hypotheses by effect ratios and level of morale after firming that the model explains the differences between the search variables, which are as follows:-

7.1. HO2.1 First Sub-Hypothesis

There is an impact for integration with suppliers in competitive advantage at the macro level. The value of (t) calculated at the level of the research sample (0.80) is lower than the tabular value (1.645).

As for the marginal value of integration with suppliers at the level of the research sample was ($B1 = 0.12$) and associated with (X1). It indicates that a change of (1) in integration with suppliers leads to positive change in competitive advantage, on the basis of these results reject this hypothesis.

7.2. HO2.2 Second Sub-Hypothesis

There is an impact for integration with intermediaries and distributors in competitive advantage at the macro level. the value of (t) calculated at the level of the research sample (2.09) is greater than the tabular value (1.645).

As for the marginal value of integration with intermediaries and distributors at the level of the research sample was ($B2 = 0.34$) and associated with (X2). It indicates that a change of (1) in integration with intermediaries and distributors leads to positive change in competitive advantage. Accept this hypothesis.

7.3. HO2.3 Third Sub-Hypothesis

There is an impact for integration with customers in competitive advantage at the macro level. The value of (t) calculated at the level of the research sample (2.66) is greater than the tabular value (1.645).

As for the value of the marginal slope of customer integration at the level of the research sample was ($B3 = 0.35$) and the accompanying X3 indicates that a change of (1) in integration with customers leads to positive change in competitive advantage, on the basis of these results, this hypothesis is accepted.

VIII. Results

1. The results indicated that the level of achievement of competitive advantage in the woolen textile company in Iraq / Nasiriya was medium with an average of (3) the supply chain achieved a mean of higher than (3) as well as integration dimension with suppliers and integration with intermediaries and distributors only integration with customers achieved less than (3) this means that there is a lack of integration with the customers of the investigated organization. The dimensions of the competitive advantage achieved less than 3 (3). This means that the investigated organization did not reach a competitive advantage.
2. The supply chain is one of the topics that organizations must pay attention to because they have a prominent role in achieving competitive advantage.
3. It was found that there is an impact of integration with suppliers in the competitive advantage at the macro level by the sample members of the study are few.
4. The results of the study showed that there is an effect of integration with the brokers and distributors in the competitive advantage at the macro level in the woolen textile company in Nasiriya is high.
5. Finally, the results of the study showed that there is an impact of the integration of customers in the competitive advantage at the macro level in the woolen textile company in Nasiriya is high.

IX. Recommendations

1. Procedure more theoretical and applied studies on the subject of supply chain management in Iraqi industrial organizations an integrated perspective covers overlapping conceptual to supply chain management with functions and other activities in the organization.
2. Activation of customer relationship management systems and suppliers and establishing strategic partnerships with them. This will not be possible without the company having integrated and up-to-date databases of potential changes in the demand side (customer) and supply (suppliers) in the supply chain of the company.

3. The company's management strives to modernize production and information technology and expanding productive capacities to be a fixture in the industry market with a long-term perspective, all of which are specific to the flexibility and speed of the supply chain response in the company to market requirements.
4. Emphasize the necessity for the company's suppliers to provide logistics related to the delivery of orders.
5. The company will increase cooperation with intermediaries and distributors in problem solving.
6. The company should take better quality control measures in its business.

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