

The impact of E-commerce strategies to achieve competitive Peculiarity: (An applied study on the food industry companies in Jordan)

Dr. Basman Omar Aldalayeen
University of Finance and Banking

Dr. Ahmad Saleh AL-Sukkar
The World Islamic Sciences and Education University

Dr. Ali Atallah Ail Salah
Al Hussein Bin Tala University

Abstract

This study aims to identify the impact of strategies for E-commerce in the competitive peculiarity; this research relies the descriptive and analytical methodology to manifest the concepts of the study, analyzing them and induce the results through the survey of the random sample comprises (100) subjects who are managers at the nutritious industry companies and beverages which work in the capital city Amman. In order to achieve the study goals, I designed a questionnaire that included (18) items to collect the initial data from the study sample, in light of this, data where collected and analyzed. This study lames out with several results, the most important ones are: there is an impact for the of Interactive marketing strategies and the Supply Chain Management and the Electronic processing in the E-commerce in the In achieving competitive advantage in the companies working in Jordan. In light of the result arrived at, the study recommends to work on solicitude these strategies and to explore new strategies through the scientific research, moreover, the researchers recommends further research in this aspect.

Introduction

The activities of development and application of e-commerce require a comprehensive strategy leading the unique activities to the new business model successfully. However, this strategy does not appear suddenly and should not be a surprise for their employees or business partners in the field of commerce but must be derived from the Organization's strategy and reflect the strategic vision and mission of the Organization and the strategic objectives that represent the reason of its existence and its goal of organized work (Bonnett, 2000). Without reviewing the literature of "Strategy" or what it contains of theories, systems, or methodological introductory or technical analysis and evaluation, it is necessary to focus on e-commerce strategy components and its stages of development and what it needs for application in order to ensure the success of the development of e-commerce activities for an organization. Strategic management according to Glueck is a series of effective decisions and actions that lead to the development of a strategy or strategies to achieve the goals of the organization. Basically, Strategy is the art of management and leadership (the scientific means and main paths that lead to the achievement of strategic objectives. Accordingly the e-commerce strategy is a sophisticated methodology structure related to the activities of organized transmitting toward e-business model, in other words, they are the paths to create systematic electronic environment of the organization based on a strategic vision for the business.

E-commerce strategy do care a lot of creating and influence the future by investing the opportunities in the business environment associated with Internet technologies and digital world (Norries, 2001). As well as e-commerce strategy includes an integrated package of interrelated activities to plan the development and application of e-business model and the design and creation of the Organization and identify the necessary physical and cognitive resources and create the suitable organization to implement the e-business strategy efficiently and effectively.

Problem Definition

When you the accepted profitability became subject to pressures in most of the industries affected by the Internet, the better and most worthy to companies and industries to strive in order to distinguish itself in order to survive and be more profitable compared with the normal competitor, that the only area to achieve this is by acquiring a sustainable competitive advantage through the application of E-commerce strategies and development of being able to offer a unique value characteristic perceived and appreciate by customers, no one of its competitors can keep up and by which they can complete the work more cheaply and get attractive price, or both, opens in front of these businesses new opportunities to achieve its strategy in the market. Based on the previously mentioned, the study problem can be formulated through the following key question: What is the impact of E-commerce strategies to achieve competitive Peculiarity in the nutritional industry companies in Jordan?

This Study Seeks to Achieve the Following Objectives:

- 1- Identify the impact of strategy Interactive Marketing in e-commerce in Competitive Advantage in the nutritional industry companies in Jordan.
- 2- Identify the impact of strategy Supply Chain Management in e-commerce in Competitive Advantage in the nutritional industry companies in Jordan.
- 3- Identify the impact of Electronic processing in e-commerce in Competitive Advantage in the nutritional industry companies in Jordan.
- 4- Identify the reality of electronic commerce application in the food industry companies in Jordan.
- 5- The ability to access to results which by we can give the appropriate recommendations for dealing with e-commerce strategies and to provide adequate database, help the organizations being discussed in dealing with these strategies in order to put the basics criteria and standards to be dealt with.

Significance of the Study

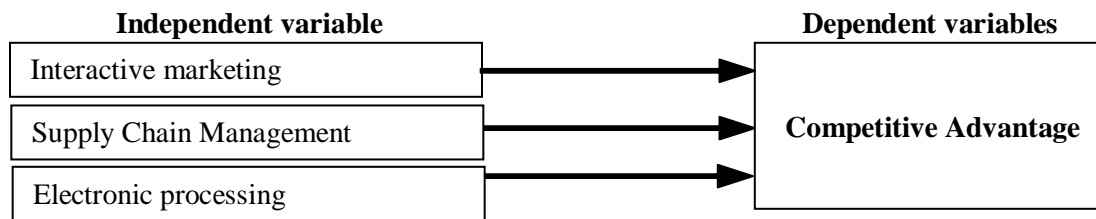
The important of this study lies in its practical side because it tries to identify the impact of the of strategies of electronic commerce competitive advantage in food industry companies in Jordan, at a time when organizations started to count on the technology to achieve its competitive role on the national and global level and the resulting positive effects to support this position.

In theory, the importance of the current study comes from being dealt with the new and vital subject of e-commerce strategies and because of the important role played by these strategies in competitive advantage through case study of organizations, this requires studying of obstacles and problems encountered in dealing with these strategies and increase its efficiency and effectiveness to be integrated for the rest of the staff in the Organization to raise performance.

When talking about the requirements parties collaborating with organizations either inside or outside, which monitors their performance and expects its future to help them expand and make their own decisions and guide their work based on scientific indicators at the highest level of economic efficiency. This study is gaining its importance because of the following considerations:

1. We can consider this study as one of the technological and Administrative studies which discusses the impact of developing new e-commerce strategies in a competitive advantage for companies in the food industry.
2. the study is an extension of previous studies that have a direct relationship with its variables either independent or dependent and this study is expected to be a breakthrough for further studies in the of strategies in electronic commerce, by providing mechanisms to guide and assist organizations in identifying new strategies in e-commerce.
3. this study can provide scientific modest add in the field of studying the impact of e-commerce strategies in competitive advantage, as well as it gives a fair amount of information and data on this subject, which contributes to the enrichment of the libraries and Jordanian library

Research Model



The Hypotheses of the Current Study by One Major Premise that is:

"There is no statistically significant impact of e-commerce strategies to achieve of competitive advantage in the food industry companies in Jordan". To test this hypothesis has been divided into three sub-hypotheses, as follows:

Ho1-1: No statistically significant effect of the interactive marketing strategy for electronic commerce in achieving competitive advantage in the food industry companies in Jordan at the level of significance (0.05).

Ho1-2: No statistically significant effect of the Supply Chain Management strategy for electronic commerce in achieving competitive advantage in the food industry companies in Jordan at the level of significance (0.05).

HO1-3: No statistically significant effect of the Supply Electronic processing strategy for electronic commerce in achieving competitive advantage in the food industry companies in Jordan at the level of significance (0.05).

Definitions the Variables of the Study

- E-commerce: a combination of technology and services to accelerate the performance of trade and the creation of a mechanism for the exchange of information within the enterprise and between other enterprises and between enterprises and customers, I.e. selling and buying operations.
- E-commerce strategies: they are bound to work flow management plans within the Organization and e-commerce applications in its dimensions or main entrances. And this variable is checked by the following subsidiary variables.
- Interactive marketing: is not synonymous with online marketing, although interactive marketing processes are facilitated by internet technology. The ability to remember what the customer has said is made easier when we can collect customer information online and we can communicate with our customer more easily using the speed of the internet
- Supply Chain Management: The supply chain management is the voltage component of planning, implementation and control of the supply chain to achieve big goals effectively.
- Electronic processing: Refers to the use of automated methods for business data processing. And usually this usage is relatively simple to address large quantities of similar information for repeated activities.
- Competitive advantage: refers to the property that distinguishes the company from other competitors and grants the company a strong position against other competitors. Any company can achieve the competitive advantage in many ways but the most important way at all is to be a company with low costs (Produce with a competitive coasts and sell at a low price) or make its products physically distinguished (raise the quality of products) or impressionistic (commerce, name and trade mark) and we'll discuss them later.

Literature Review

E-commerce in all its dimensions and its implications and applications acquire the attention and care of many of the scientific and research institutions and Learners, practitioners and many others. These studies research have targeted as a whole stand closely at the potential energies (Boston, 2000) for this type of trade and how to invest and adapt and adopt it in the business activities and events. Some studies have also dealt with the field results that E-commerce was credited achieved on the ground. And we will discuss briefly some of these studies available to us so far. First: in relation to the electronic market (Solove, 2004) the electronic market is a competition arena, if not a fierce struggle between hardened professionals who master the laws of the market and understand the argument survival of the stronger and better. Therefore, this situation requires companies that rely e-commerce to find the same methods of convincing technical and marketing to ensure satisfaction and customer loyalty.

It is reinforced by the results of pioneering study in the field of E-commerce between (Elliot, S. 2002) businesses and customers, carried out by the Boston Consulting Group, which is still interest to both researchers and practitioners as this study explained many of the controversial issues, which mainly include the following:

- That the successes of E-commerce in general, necessarily require the formulation of effective strategies or may be more effective than those available to the traditional trade.
- It is very important to strategies to be customer-oriented as the customer satisfaction and earn his loyalty is what achieves businesses targets (profit and market share and growth).
- Businesses thinking Should not be short or limited in terms (YuZhen Fan 2010) of the belief that Internet subscribers are looking for goods and services at cheap prices, where it proved numerous studies that Internet subscribers (especially individuals) are resorting to buying through the Internet to obtain goods and services at premium prices and high quality and price for the vast majority of them associated with the element of quality.
- The enormous number of businesses that have entered into the field of E-commerce, especially those who provide services to the final consumers is a burden on the industry, as most these installations do not have the minimum viable, does not have the strategies for survival and that the coming years will refer to the stage of descent before it starts. Survival and growth will be to businesses that have effective strategies saturated with information technology inputs (Chaffey, D. 2002).

In light of the foregoing we can say that the main advantages of E-commerce strategies that are mainly directed Informatics and targeted customer at the same time as the smart company can collect and manage, analyze and distribute information about its customers and its business partners and competitors, which enables it to maintain its competitiveness, improve customer service, profitability of goods and services offered by the network (Heizer, 2001). Every time you complete a purchase or any other type of dealing between the company and the client over the network online, company gathers practiced e-commerce wealth of information provided by the client voluntarily to the company, such as demographic information, desires and needs of the real observations and factors used in the assessment of the quality of services provided to him and any other information that serve the interests (Kotler, 2000) of the client and ensure the satisfaction and loyalty. The investment of this database by companies that take the above-mentioned mechanism is a competitive Peculiarity over traditional businesses. Where this competitive Peculiarity embodied in a better understanding of the needs and desires of customers and promotes more in-depth company's relationships with their customers (RuiJun, 2010).

Research Methodology

The researcher uses the descriptive analytical methodology, the questionnaire is used to collect, analyze data and to examine the hypothesis. this methodology concerns describing them accurately and precisely and express them quantitatively and qualitatively , the qualitative expression describe this phenomenon and clarifies its characters , but the quantitative expression gives a digital description that demonstrates the amount of the phenomenon are its size and its connection degrees with the other phenomena .

The Research Population and Sample

The study population comprises the Jordanian nutritious and beverage companies work that capital Amman which amount (374) according to the statistics of economic establishments working according to the economic activity and the governorate belongs to the Jordanian department of statistics. the resource http://www.dos.gov.jo/dos_home_e/main/index.htm (160) questionnaires were distributed , but only (111) questionnaires were returned back and after revision and scrutinizing them , it was found that (11) of these were not valid for analysis because the underestimation and incomplete responses , thus , only (100) questionnaires were analyzed , the study sample was randomly selected from the managers of the nutritious and beverages that use the E-commerce .

The Questionnaire

Survey study to attain the initial and secondary data and to execute the study the following instruments were depended on: The subordinate resources: the Researchers resorted to treat the theoretical framework by examining the data resources represented in the revision of the previous literature such as thesis and dissertations, the published research, periodicals and articles, as well as the internet sites, books and the Arabic and foreign resources related to the study subject.

The initial resources: the study sought data collection through the questionnaire as a main instrument since it distinguished by saving time and effort. as well as it covers the sample size in a reasonable period of time , the questionnaire was designed by relying on the opinion of a group of researcher and writers , which dealt with the study subject , the questionnaire contains questions with multiple choices and comprised two sections .

The first section; new strategies for e-commerce which include (9) items from (1-9) the second sections; the variable related to the competitive peculiarity and contains (9) items from (10-18).

Data Reliability

In this study we used Chronbach's alpha Table (1) and it is the most common test for data reliability. It is a measure of how well each variable in a scale correlates with the sum of the remaining variables. Thus, the current study used this method to measure data reliability. The data of the current research was accumulating statistically from reports and studies. For the purpose of data analysis, several statistical techniques are apply, descriptive statistics, factor analysis, correlation analysis and Multiple Regression) analysis.

Table (1) Cronbach's alpha for Independent and Dependent variables

Domain	Number of Paragraphs	Cronbach's alpha
Interactive marketing strategies	3	0.89
Supply Chain Management strategies	3	0.90
Electronic processing strategies	3	0.93
Innovation and Renewal	3	0.89
Improve quality	3	0.95
Market Share	3	0.88
Total paragraphs of the resolution	18	0.91

It is clear that all the values of Cronbach's alpha coefficient, was higher than 0.60 which is the minimum to accept the value of alpha and this indicates that all alpha values are appropriate for the purposes of the current study according to (sekaran, 2003).

Statistical methods that used in the study

The Statistical Package program for Social Sciences, (SPSS) have been used to extract the results and through the appropriate statistical treatments for this study.

Data Analysis

The researchers in this side work to test the hypotheses of the study, which its task of this section focused to test the extent to accept or reject the hypotheses of this study.

"There is no statistically significant impact of E-commerce strategies to achieve competitive Peculiarity in the nutritional industry companies in Jordan? To test this hypothesis has been divided into three sub-hypotheses, as follows:

The First Sub-Hypothesis

H01-1: There is no statistically significant impact of e-commerce strategies (Interactive marketing, supply chain management, electronic processing) to achieve competitive Peculiarity in according to innovation and renewal in the nutritional industry companies in Jordan at the level of significance (0.05). To test this hypothesis the regression analysis was used, as shown in the following table:

Table (2) Results of testing the impact of E-commerce strategies to achieve competitive Peculiarity in according to the domains (innovation and renewal).

E-commerce strategies Domains	Df	β Regression coefficient	(F) Tabulat ed	(F) Calculate d	R value	(R ²)	Sig*
Interactive marketing and innovation and renewal	100	0.409	1.645	23.954	0.334	0.111	0.000
Supply chain management and innovation and renewal	100	0.939	1.645	183.479	0.700	0.490	0.000
Electronic processing and innovation and renewal	100	0.780	1.645	242.695	0.748	0.560	0.000

The results of the statistical analysis contained in Table (2) referred to the existence of the significance statistical effect to E-commerce strategies (interactive marketing, supply chain management, electronic processing) to achieve competitive Peculiarity and according to the domains (innovation and renewal) companies in the nutritional industry in Jordan, If the correlation coefficient R was(0.334; 0.700;0.748), respectively, which is a strong positive correlation at the level of significance (0.05) The coefficient of determination R²has reached (0.111; 0.490; 0.560), respectively, it means that the value of (0.111; 0.490; 0.560) to achieve the Peculiarity (innovation and renewal) resulting from the change in both the E-commerce strategies (interactive marketing, supply chain management, electronic processing), The value degree β (0.409; 0.939; 0.780) and confirms the significance of this effect the value set forth in the regression analysis of variance table (ANOVA) by testing calculated f , which amounted to (23.954) for interactive marketing strategy, (183.479) for the management of the supply chain strategy,(242.695) strategy for electronic processing strategy, and it is function at the level (0.05) compared with f tabular of (1.645), so that the first sub hypothesis rejected and accept the alternative, which states: that there is an impact of a significance to E-commerce strategies in achieving competitive Peculiarity and according to the (innovation and renewal) domains in Companies of the nutritional industry in Jordan at the level of significance (0.05).

The Second Sub-Hypothesis

H01-1: There is no statistically significant impact of E-commerce strategies (Interactive marketing, supply chain management, electronic processing) to achieve competitive Peculiarity in according to improve the quality of nutritional industry companies in Jordan at the level of significance (0.05). To test this hypothesis, regression analysis was used, as shown in the following table:

Table (3): Results of testing the impact of E-commerce strategies to achieve competitive Peculiarity and according to the domains (quality improvement).

E-commerce strategies Domains	Df	β Regression coefficient	(F) Tabulated	(F) Calculated	R value	(R ²)	Sig*
Interactive marketing and quality improvement	100	0.533	1.645	71.843	0.523	0.273	0.000
Supply chain management and quality improvement	100	0.492	1.645	46.083	0.441	0.194	0.000
Electronic processing and quality improvement	100	0.284	1.645	22.950	0.328	0.107	0.000

The results of the statistical analysis contained in Table (3) referred to the existence of the significance statistical effect to E-commerce strategies (interactive marketing, supply chain management, electronic processing) to achieve competitive Peculiarity and according to the domains (quality improvement) companies in the nutritional industry in Jordan, If the correlation coefficient R was(0.523; 0.441;0.328), respectively, which is a strong positive correlation at the level of significance (0.05) The coefficient of determination R²has reached

(0.273; 0.194; 0.107), respectively, it means that the value of (0.273; 0.194; 0.107) to achieve the Peculiarity (quality improvement) resulting from the change in both the E-commerce strategies (interactive marketing, supply chain management, electronic processing), The value degree β (0.533; 0.492; 0.284) and confirms the significance of this effect the value set forth in the regression analysis of variance table (ANOVA) by testing calculated f , which amounted to (71.843) for interactive marketing strategy, (46.083) for the management of the supply chain strategy, (22.950) strategy for electronic processing strategy, and it is function at the level (0.05) compared with f tabular of (1.645), so that the first sub hypothesis rejected and accept the alternative, which states: that there is an impact of a significance to E-commerce strategies in achieving competitive Peculiarity and according to the (quality improvement) domains in Companies of the nutritional industry in Jordan at the level of significance (0.05).

The Third Sub-Hypothesis

H01-3 There is no statistically significant impact of E-commerce strategies (Interactive marketing, supply chain management, electronic processing) to achieve competitive Peculiarity in according to the market share in the nutritional industry companies in Jordan at the level of significance (0.05). To test this hypothesis, regression analysis was used, as shown in the following table:

Table (4): Results of testing the impact of E-commerce strategies to achieve competitive Peculiarity and according to the domain (market share).

E-commerce strategies Domains	Df	β Regression coefficient	(F) Tabulated	(F) Calculated	R value	(R ²)	Zx Sig*
Interactive marketing and market share	100	0.166	1.645	5.801	0.172	0.092	0.017
Supply chain management and market share	100	0.461	1.645	45.096	0.437	0.191	0.000
Electronic processing and market share	100	0.478	1.645	98.124	0.583	0.339	0.000

The results of the statistical analysis contained in Table (4) referred to the existence of the significance statistical effect to E-commerce strategies (interactive marketing, supply chain management, electronic processing) to achieve competitive Peculiarity and according to the domains (market share) companies in the nutritional industry in Jordan, If the correlation coefficient R was (0.172; 0.437; 0.583), respectively, which is a strong positive correlation at the level of significance (0.05) The coefficient of determination R² has reached (0.092; 0.191; 0.339), respectively, it means that the value of (0.092; 0.191; 0.339) to achieve the Peculiarity (market share) resulting from the change in both the E-commerce strategies (interactive marketing, supply chain management, electronic processing), The value degree β (0.66; 0.461; 0.478) and confirms the significance of this effect the value set forth in the regression analysis of variance table (ANOVA) by testing calculated f , which amounted to (5.801) for interactive marketing strategy, (45.096) for the management of the supply chain strategy, (98.124) strategy for electronic processing strategy, and it is function at the level (0.05) compared with f tabular of (1.645), so that the first sub hypothesis rejected and accept the alternative, which states: that there is an impact of a significance to E-commerce strategies in achieving competitive Peculiarity and according to the (market share) domains in Companies of the nutritional industry in Jordan at the level of significance (0.05).

Conclusions and Recommendations

In light of data analysis, the discussion of the study assumptions, the most important results reached through the present study can be summarized as follows:

- The first conclusion; strategy of Interactive marketing in e-commerce affects in Competitive Advantage in the nutritional industry companies in Jordan at level significance (0.05).
- The second conclusion; strategy of Supply Chain Management in e-commerce affects in Competitive Advantage in the nutritional industry companies in Jordan at level significance (0.05).

- The third conclusion; strategy of Electronic processing in e-commerce affects in Competitive Advantage in the nutritional industry companies in Jordan at level significance (0.05).

In light of the study results, the following recommendations can be submitted

- 1- Working on giving more attention to the strategies of e-commerce.
- 2- Working on using the present strategies which are in operation and developing them and look for new ones
- 3- Motivate research and development of the private sector and to support this sector by the government and to a doubt the strategies of electronic trade.

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