

Proposed Model to Increase the Efficiency and Effectiveness of Supply Chain Management

Safwan Al Salaimeh*

Department of Software Engineering, Information Technology Faculty, Aqaba University of Technology, Jordan.

Corresponding Author: Safwan Al salaimeh, Department of Software Engineering, Information Technology Faculty, Aqaba University of Technology, Jordan.

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Abstract

It is known that the effective management of any supply chain in the world requires early detection of problems that may occur in the system and to reduce their impact to address the problems of delays and shortages. This research deals with the study of the importance of Supply Chain Management (SCM). Where we see it decided that it is necessary in order to enhance the competitiveness of companies and organizations in the market, where companies need to improve supply chain management, which then leads to reduce the cost of products, improve delivery times, and thus meet the needs of end users.

In this research, a major definition of supply chains will be given, depending on what came in the work of some researchers, whether local or foreign, and the comprehensive definition is which states: "The supply chain is three or more economic units that work to participate directly in the supply movement. external and internal product, service, financing, and/or source-to-consumer information." The strategies used in Supply Chain Management (SCM) should be taken into account: the holistic strategy, the channel focus strategy, the individual customer service strategy, and the operational dynamism strategy. By conducting a detailed and accurate analysis of its advantages, in addition to showing and showing the most important disadvantages of these strategies. This is in addition to introducing a model to increase the efficiency and effectiveness of the management of these chains.

As for the results of this research, which is to identify the institutions that are ready to use such a strategy, while preserving the privacy of those companies and their activities. Examples of application in some organizations and results of activities resulting from the use of disaster risk management strategies are presented. And It turns out that the level of development of the SCM is the main factor in the competition between enterprises and networks in a single value chain, and the application of digital rights management strategies helps to improve supply chain management, considering the ever-increasing complexity of logistics processes. A list of positive results from SCM application has been included.

Keywords: Supply Chain Management, Digital Rights Management, Institutions, Logistics Processes, Supply Movement, Strategies

1. Introduction

The concept of Supply Chain Management (SCM) is the subject of modern scientific research on the relationship between enterprises and suppliers, the purpose of which is to ensure customer focus in a competitive market. This is a fairly new concept that has recently gained wide practical and academic appreciation. It has literally changed the public perception of competition in the economic market.

There are many sources of competitive advantage, including [1]:

- High Quality Production
- Products
- Reduce Production Costs

- A Wide Range of a Variety of Goods and Services
- Correctly Structured Management Model

For researchers in the field of economics, the study of aspects of strategic management is of particular interest. This is due to the fact that, thanks to strategic management you can analyze and develop a behavioral model for the effective development of the enterprise. The competitive advantage of the company in the market for the sale of goods and the provision of services, as well as the duration of maintaining competitiveness. It is the study and analysis of the behavior of competitors, the use of modern methods and forms in the competitive struggle will affect the ability long-term leadership in a particular product segment [2]. Of course,

strategic management plays an important role in supply chain management, which allows you to develop a rational strategy for managing them [3].

The concept of SCM (Supply Chain Management), or SCM (Supply Chain Management), has been widely used in industrialized countries since the late 90s of the XX century. Among specialists studying logistics, today there is no unequivocal opinion regarding a complete and accurate definition. [2-7]. This is primarily due to the fact that the terminology, since 1982, the year of the creation of the concept of "Supply Chain Management", has been in constant development. In order to maintain competitiveness and business management for the future, it became necessary to create and implement a completely new strategic concept. This the concept became SCM (Supply Chain Management). It was the introduction of SCM (SCM) into the management policy of both small and large businesses that became the first step for dozens of European companies on the way to increasing competitiveness. If we take the works of foreign authors in the field of logistics and production chain management as a basis, then the definition of Supply Chain Management can sound like: producer to consumer, and also participate in two directions of product flows external and internal [8].

In turn, Keith Oliver, the author of the proposal on supply chain management, defines the concept as: "SCM is a properly organized process of planning, implementing and controlling operations in order to ultimately meet all consumer needs through a product or service." According to Keith Oliver, this chain should cover all stages from the production and storage of raw materials to their supply, sale and, if necessary, disposal or replacement.

Thus, SCM is a finely tuned mechanism, the components of which are connected by material flow. As a rule, the DRM can include several companies that are engaged in both production and logistics. In this case, the end result in the form of a product or service provided will directly depend on the coordinated actions of all links in the supply chain. However, this is not a prerequisite, since even one vertically integrated company is able to perform all these functions independently [9].

1.1. Previous Studies

A study entitled "The Effects of the Company's Relationship with Suppliers, Vale, to Manage the Touriald Series for the Father." The Jordanian Intermediate Industrial Companies. It aimed at examining the impact of the industrial companies' relationships. Jordan intermediate suppliers, and a sample study was conducted in Jordan o industrial organization medium-sized through the sample size) 255). The results showed that there is a relationship with a statistically significant for the form of the relationship of mutual between the companies and suppliers in the supply chain performance of the three dimensions) the exchange of information The study recommended that the surveyed companies raise the level of cooperation relations based on

mutual administrative support between the two parties to the relationship through cooperation based on timely basis, for the well-thought-out responses and interviews. The products and services you provide.

The study in the current study contributed to supporting the theoretical literature related to the supply chain. It differs from the current study in its selection of industrial companies as a study community [7]. The study of "The Strategies of the Supply Chain and Their Impact on Achieving Competitiveness" It aimed to identify the researchers' viewpoints on defining the concept of supply chain as well as Diagnosing the nature of the relationship between supply chain strategies and competitive advantage. In the research, the null hypothesis is to know the relationship and the effect between the study variables, which are the strategies of a series Dimensions of competitive advantage. The study used the questionnaire as a tool, the study sample consisted of (35) factory managers. The results of the study showed that the supply chain is a part of the value chain that deals with the main activities and also that the supply chain strategies have an impact on the competitive advantage and occupied the first-order strategic strategy.

A number of recommendations were also made, the most important of which is the emphasis on the need to build long-term relationships with suppliers and the trend towards establishing partnership relationships, as well as the need to adopt competitive standards by the factory management, namely, the study of quality and speed of delivery (25) in choosing the supplier. The current study supports the theoretical literature related to competitive advantage [6]. Study entitled "The Impact of Supply Chain Integration on Organizational Performance and the Role of Environmental disturbance, an applied study on food industries companies in Jordan.

The study to find out the impact of supply chain integration on organizational performance and the role of environmental disruption Applied to food industry companies in the Jordanian capital, Amman. It may be a community the study was from (833) companies. As for the study sample, it was (455) questionnaire, and the results of the study showed the level of the supply chain structure in companies from the point of view of the study sample was high, and the presence of Statistically significant impact of supplier participation on companies' performance at a significance level ($\geq 55.5\alpha$.) It also found a statistically significant effect of supply chain integration on the performance of companies at the level of Significant ($\alpha \geq 55.5$). There was also a statistically significant impact of the supply network structure on the performance of companies. At the significance level ($\alpha \geq 55.5$). The study recommended the necessity of paying attention to updating production lines. In the companies under study and the use of more automated production techniques by increasing the allocations related to research and development activity in order to achieve a real reduction in operational costs Keeping abreast of technical developments.

The study contributed to supporting the theoretical literature related to the supply chain and also contributed to the composition of the study population and sample. I agreed with the current study in its consideration of Jordan as a place of study [8]. Flatt & Stanley, (2008) "Creating Competitive Advantage Through Intangible Assets: The Direct and Indirect Effects of Corporate Culture and Reputation" It aimed to explain how to achieve competitive advantage through intangible assets and to know how to achieve competitive advantage through intangible assets. The direct and indirect influence imposed by institutional culture and reputation. The study was conducted on (154) organized into seven industries in the USA. The study found that Institutional culture is not the only factor that enhances the financial performance of the organization, but the institutional culture It is closely related to institutional reputation, in addition to that institutional reputation plays a mediating role between Culture and financial performance in the study sample organizations. The study recommended the need to achieve a competitive advantage by activating the practice of modern strategies in the institution.

The study contributed to identifying the concept of competitive advantage and its effectiveness in companies. I agreed with the current study in its use of the questionnaire as a tool for data collection [9]. Flynn et al, (2011), "The Impact of Supply Chain Integration on Performance". This study aimed to explain the effect of integration between the customer and the supplier on the performance of operations and business in industrial companies, by presenting a model for supply chain integration. To achieve the goal of the study, it was applied to industrial companies in five Chinese cities. The number of companies has reached (4569) companies. As for the study sample, it amounted to (617) companies. The study concluded that there is a direct and statistically significant relationship between internal integration and the performance of operations in those industrial companies. The study did not show any statistically significant effect of supplier integration with internal integration on the company's performance, despite the presence of an important interaction between customer integration with suppliers. And the presence of a positive relationship between internal integration and business performance of companies.

The study contributed to the formation of a community and study sample, and agreed with the current study that it dealt with industrial companies as a community for study [10]. Sukati. Competitive Advantage through Supply Chain Responsiveness and Supply Chain Integration" It aimed to reveal the impact of supply chain integration on competitive advantage, and the extent of the ability to achieve. Consistent competitive supply chain in Malaysia's manufacturing industry. In order to achieve the objectives of the study, the researchers made a questionnaire distributed to a sample consisting of (455) managers, where the response rate was. The questionnaire was (62%) while the usable responses were (55%), as the study included statistical methods such as reliability, validity of tests and multiple regressions. The results of the study showed that the integration of

the supply chain into work affects the increase in the competitive advantage of industrial companies, and that the relationship between the supply chain and competitive advantage is positive. The study recommended the necessity of integrating the supply chain into industrial companies to achieve competitive advantage. The study contributed to the formation of the population and sample of the study. It agreed with the current study in its measurement of supply chain relationship and competitive advantage [11].

1.2. Study Objectives

This research aims to define the main supply chains to conduct a detailed and accurate analysis of their advantages, in addition to showing and showing the most important disadvantages of these strategies. This is in addition to introducing a model to increase the efficiency and effectiveness of managing these chains.

1.3. The Importance of Studying

It is well known that Jordan is a small area relative to the neighboring countries due to the presence of many competing companies, which makes competition intense, although supply chain management is increasingly a competitive factor. In the success of these companies, therefore, this study acquires its importance by looking at the following matters:

- Contribute to the development of the supply chain work in a group of companies and maintain its continuity for the public benefit.
- Supporting future theoretical and applied studies and research in the field of supply chain on the performance of companies and showing the impact of the management of these companies in providing information and helping them achieve competitive advantage.
- Achieving the benefit for the decision makers in these companies, as well as providing advice and guidance to those interested in them and providing recommendations that contribute to increasing the level of benefit achieved from the interest in integrating the capabilities of the supply chain in achieving long-term competitive advantage and competitive goals.
- This study contributes to opening horizons for other research in the areas of supply chain capabilities in achieving a competitive advantage and paying attention to them.
- This study provides part of the information and data base on the reality of supply chain capabilities and their role in achieving competitive advantage, which contributes to enriching libraries.

1.4. Scientific Addition to the Study

Through a review of previous studies, we find that the subject of the current study is one of the Recent topics that have attracted the attention of researchers and scholars in developed countries. What can be highlighted?

It distinguishes the current study from previous studies in the following respects:

- The current study was distinguished from previous studies in that it focused on analyzing the impact of the capabilities of a chain Supply to achieve competitive

advantage.

- Previous studies were carried out in many countries around the world, while the current study model will be applied to specific companies.

1.5. Study Methodology

The methodology used in this study is based on the descriptive analytical method.

1.5.1. The Main Stages of Supply Chain Management (SCM)

In the work of Professor T. T. Khashman "Supply chain management" identifies five main stages-links, which represent the structure of the SCM in practice. The first stage is the most important stage among all, which directly represents planning and preparation. The purpose of this stage is to decide what the company can do and produce on its own, and in what it will need outside help from other organizations. At the first stage, it is important to find a balance between the three components: procurement, production and delivery. At the second stage, all the main structures are formed, including procurement, production and the solution of issues with the supply and transportation of goods.

The third stage is the production and quality control of the goods. At the fourth stage, the delivery of goods, organizational issues regarding storage facilities and order management are carried out [12]. The fifth stage is the return of the goods. Even if the company works flawlessly, this stage also requires due attention and organization. It includes mechanisms for organizing the replacement or disposal of goods in case of non-compliance with quality standards or due to mechanical damage. At the fifth stage, it is important to thoroughly work out the model of the company's behavior in the event of controversial issues and the phased actions regarding the goods aimed at returning.

Even if all phases of the supply chain are completed, the end result is not necessarily selling goods and services to customers. Under the conditions of modern reality and the rapid development of the market, the SCM can have different directions, such as. Reverse logistics, which implies the redistribution of goods flows. Recycling logistics, which monitors damaged and expired goods with the aim of their subsequent proper disposal. Post-sales service, which deals with quality control and quantity of consumed goods, as well as monitoring the degree of customer satisfaction with goods and services provided by the company. In the conditions of the rapid development and globalization of the market economy, competition is growing exponentially. It is this condition that significantly toughens the requirements for the quality of the goods produced and the services provided, setting new and new tasks for logistics. In order to strengthen its position in the market and the ability to compete, it is necessary to regularly optimize and modernize the SCM at enterprises of any industry.

1.5.2. DRM Optimization Should Include

- Improving the quality of the product or service supplied;
- Reduction of delivery times;
- Debugging return and disposal procedures;
- Satisfaction of clients' needs at the final stage of SCM;

All this must be carried out once a quarter in order to optimize and modernize the production chain. [9-12].

2. Data and Methods

The one purpose of this paper is to consider strategies for managing supply chains in an enterprise, to determine their advantages and disadvantages.

In order to successfully implement all stages of SCM, it is necessary to adhere to the following strategies:

- Inclusiveness strategy
- Channel focus strategy
- Strategy for personalized service
- Strategy of operating dynamics

Let's consider each of these strategies in more detail.

2.1. Inclusive Strategy

The inclusiveness strategy is a well-structured model in which the products offered by manufacturers are available to the consumer and at the same time are competitive and in high demand. Within the framework of this strategy, supply chain management guarantees the impeccable availability of a certain quantity of goods at the place of its highest demand. Thus, according to the inclusiveness strategy, the higher the demand for certain goods and services in a particular manufacturing industry, the faster the supply of companies providing this product or services will grow. The essence of this strategy is based on the organization of a fundamental structure in which a certain product brand will have a branched production model. In general, inclusiveness strategies are most commonly used in the food and chemical industries. This is due to the fact that the demand for goods produced in these industries is the highest among the end consumer. Here we go back to the fundamental phrase that "demand creates supply"[13]. Like any strategy, the inclusiveness strategy has its advantages and disadvantages.

So, for example, the disadvantages include the following:

- In order to maintain a distribution network, there is a need for high costs.
- Hence, we find that the inclusiveness strategy needs constant and considerable financial injections;
- The emergence of organizational conflicts between production participants in the SCM;
- Management of multiple hierarchical levels; [8, 14]

As noted above, this strategy is quite costly from a financial point of view. In this regard, many, both large and small companies, try to compensate for this by setting high prices for the final product. However, such a pricing policy is not always able to increase the volume of sales and bring the company a profit. In this case, and subject to an increase in price, the company is obliged to more closely monitor the

quality of goods and provided services in order to align the balance “price = quality”. If these rules are not followed, the inclusiveness strategy may fail.

However, with the increased complexity of supply chain management, it becomes difficult for companies to choose an inclusive strategy for their supply chains. In addition, with an increase in the price of a product or service provided, it is also necessary to improve the quality, which in today’s market can lead to significant losses and loss of competitiveness on a par with companies that offer their products at lower prices.

The solution to this problem can be the use of integrated information technologies (IIT). IIT represent three levels of management:

- Strategic
- Tactical
- Operational

In fact, it is a set of integrated programs that work on the basis of a single operating system and perform the function of controlling the actions of an organization. The main principle of operation of such applications is the principle of management consistency at different hierarchical levels.

The following types of IIT are most commonly used in the strategic inclusiveness model:

- Horizontal integration - control of the entire SCM, from the supply of raw materials to delivery to the visitor;
- Vertical integration is calculated for companies with a multilevel structure that do not involve third-party organizations in the SCM;
- Business integration based on modern management models is an analytical type of IIT, which is responsible for the analysis of production for the quality of goods and services, their durability and calculates the possible options for the company’s work in the future;
- At the end of the twentieth century, economist M. Porter proposed to build IIT on the basis of the DRM functionality using automated business processes and apply it to companies with a large turnover.

Thus, the strategy of inclusiveness of supply chains is most suitable for large and resource-rich enterprises that are leaders in the market, this is due to the fact that it is quite costly and complex. [15].

2.2. Channel Focus Strategy

The channel focus strategy assumes the perspective distribution of the company’s products in a form that is more attractive and profitable for the distribution channel.

That is, the manufacturer must produce a product that:

- Made from high quality raw materials
- High level of service
- Quality assurance

In other words, the product produced by the company should have the most attractive appearance and be made exclusively from high-quality raw materials, so that as a result, the channels independently strive for cooperation and getting it

for their implementation.

The essence of this strategy lies in the fact that it is the distribution channel, and not the manufacturer or supplier of goods and services, that takes responsibility for the sale of products. The main disadvantage of this strategy is the lack of specific links between manufacturing enterprises and the end user.

The channel focus strategy is most often used by companies that have a limited partner circle and sales market. As a rule, these are not very large organizations that work closely with several proven partners and at the same time have the ability to determine the best options for distribution of areas of responsibility in the supply chain. This is done in order to minimize the cost of producing goods and, in turn, providing all the necessary services without losing quality. This strategy is based on quality personalized service and high production costs. However, a channel-focused strategy requires the regular use of an efficient, high-performance supply chain that can meet distribution channel expectations. [16].

2.3. Personalized Customer Service Strategy

The personalized service strategy is primarily about the production of a unique one-off product. It is used solely to increase the value of a product or service that the visitor receives from the final account. The main goal of the personalized service strategy is to show an individual approach to each client and make a product that will look “different from everyone else”. To be more precise, individualized customer service “not like the competitors” has a good opportunity to significantly increase the margin on the offered product or service up to 100% or more. As a result, the average unit price of the manufactured product rises. In other words, it is getting a unique single item for a very high price.

More often than not, a personalized service strategy can be afforded by those businesses that have the key resources to manufacture their products. Also, an important condition for the correct functioning of the strategy is the need to ensure trust and good relations between the manufacturer, dealer and consumer. As part of the customer service personalization strategy, the emphasis is on personalized customer service. It is worth noting that the sales market in this strategy is extremely limited by consumer opportunities, and in the SCM there is no a number of functional links, and the main emphasis is on the final link - the consumer [17].

2.4. Operational Agility Strategy

An operational agility strategy is the development of a strategically correct model of behavior, within the framework of which an accurate plan of action will be drawn up for all hierarchical production levels, with the help of which it will be possible in the shortest possible time to fill in the gaps in the UTSP links. This is done for the sole purpose of meeting all the needs of the end consumer of goods and services.

This strategy is also a prime example of market relationships, and also shows the prioritization between:

- Technologies used in production
- Operational functions
- Development of production facilities
- Distribution of stocks of raw materials
- Distribution of manufactured goods across warehouse areas
- In choosing the most optimal way to perform a certain process
- The main objectives of the operational agility strategy are:
- To adapt the organization to competition in the sales market
- Coordinate and analyze the actions of all participants of the SCM

Enterprises that actively use the strategy of operational agility pay special attention to obtaining a margin, which sometimes can reach from 100% to 200% due to the appearance of a new announced, but not yet existing product on the market [12].

2.5. Components of an Industry Solution for Supply Chain Visibility and Traceability

Today, no company can independently organize a completely transparent supply chain. This requires the establishment

of cooperation between partners using common standards and databases, thereby accelerating capacity development, ironing uncertainty when making decisions in joint work. For example, more than 40 years ago in Europe and the United States, the automotive industry began adopting electronic data interchange as a scheduling standard to support waste-free production and on-time delivery. Likewise, today’s IBM has addressed the challenge of building smarter, safer and more sustainable food supply systems by bringing together manufacturers, suppliers, retailers and other stakeholders in an ecosystem. The Block chain solution used has helped to remove bottlenecks in the supply chain, improve reputation, safety and regulatory compliance.

Sustainable supply chains provide not only a competitive advantage, but also additional preferences for synergistic interactions, reducing deflationary confrontation. Companies must have end-to-end visibility throughout the chain and the ability to track flows both at the inlet and outlet. This practice is already in use, with emphasis on the quality of the collection and exchange of data on technologies used in collaborative business processes, and industry collaboration is helping to accelerate these efforts. It should be recognized that existing business cases for decision traceability and transparency are usually industry specific and require detailed elaboration of four key components (Fig. 1).

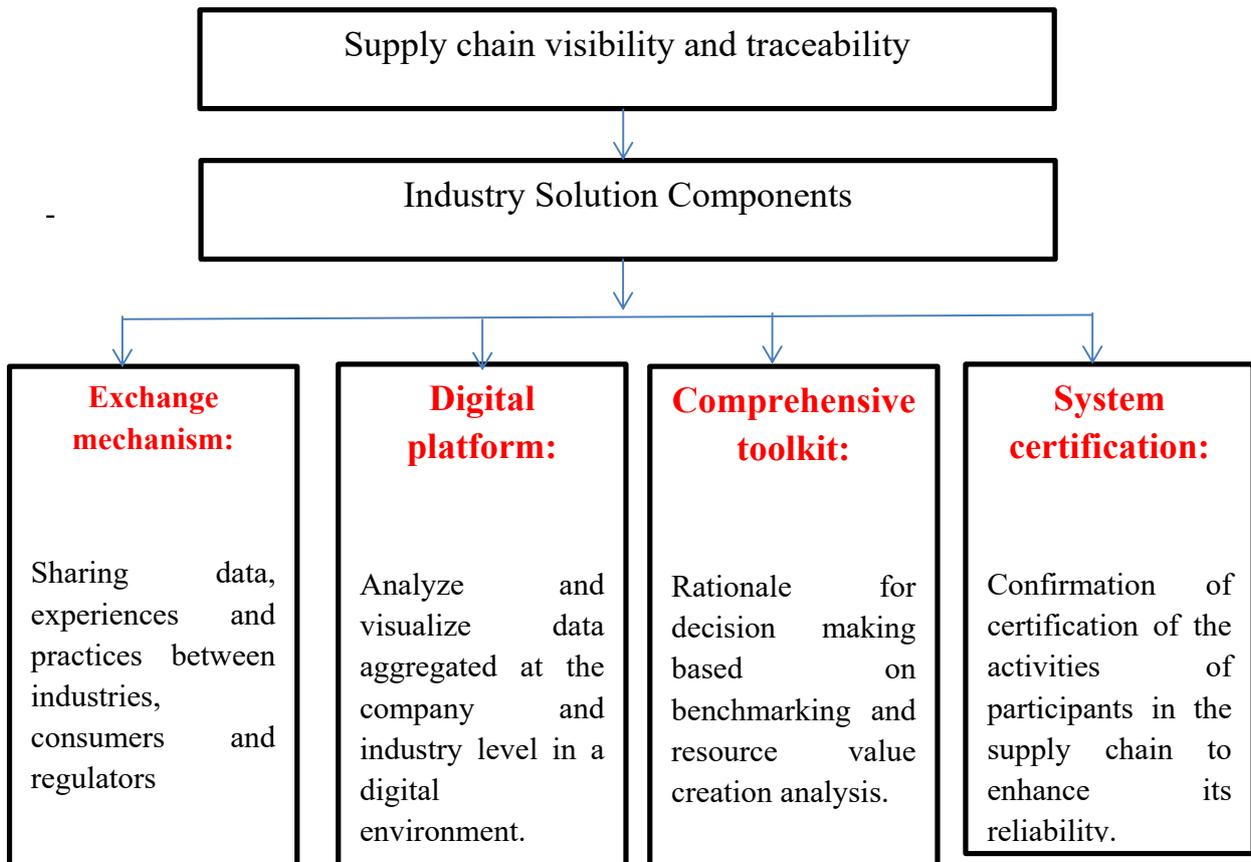


Figure 1: Components of an Industry-Specific Supply Chain Visibility and Traceability Solution

In doing so, leading operators must develop and promote logistics platforms by setting standards. Subsequently, other interested market players (manufacturers, suppliers technologies and services, consumers and other market actors). A flexible approach to creating a pilot project will help align standards; to form the basis for the creation of future versions of the platform; define a scaling mechanism across the industry. Studying the peculiarities of the current state and the specifics of the functioning of supply chains makes it possible to establish a close connection between the creation of an environment conducive to information

exchange and the mobilization of value. The established connection should not generate high risks and shift the intersectoral proportions of reproduction. Reformatted chains will become the main vector of further increase in the level of both external and internal consumption. The authors believe that the development of an effective logistics supply chain that meets the conditions of visibility and traceability can be carried out in several stages (see Fig. 2). Companies should organize their work with partners and competitors in such a way that.

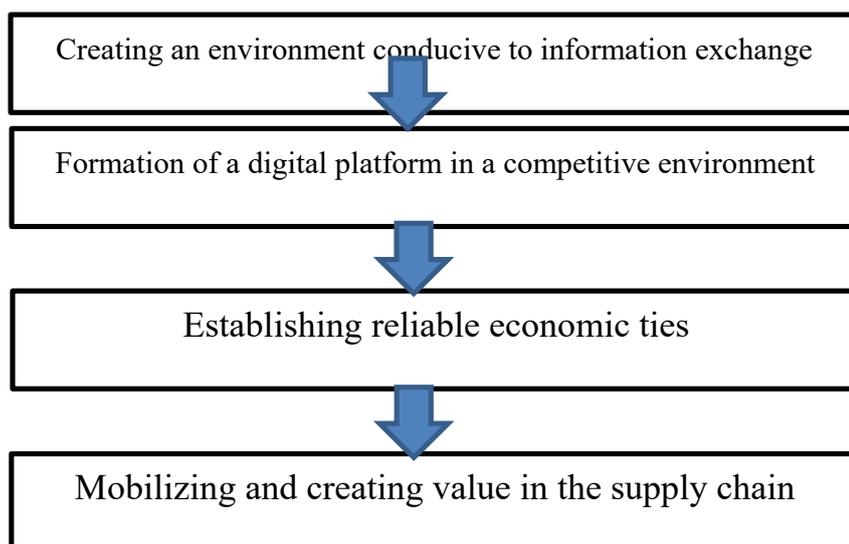


Figure 2: The Main Stages of Designing an Effective Logistics Supply Chain

The First Stage: Creating an Enabling Environment for the Exchange of Information

According to a January 2020 survey at the World Economic Forum, it was revealed that not all suppliers involved are willing to share internal data with competitors. It is clear that solving this problem requires the participation of reliable independent organizations such as industry associations [4]. When shaping the information exchange mechanism, it is necessary to use a single language and a consistent operating model that is flexible enough to scale from a pilot project to a sector-wide solution. In addition, it is important to ensure: first, objective representation of stakeholders in the decision-making process; secondly, the ability to cover current operating costs and scaling; third, incentives that will lead to improved supply chain productivity.

Stage 2: Formation of A Digital Platform in A Competitive Environment

Currently, the digital platform [12], representing a set of economically sustainable relations arising between all independent participants in the chain, acts as the main platform uniting various technological solutions. Delivery. These relationships are formed in a single information environment that allows you to optimize overall costs by processing a large amount of digital data at all levels of logistics integration. The logistics platform provides a secure one. Given the rate at which innovation is spreading

in the marketplace, a technology company must commit to fully deploying and developing the platform, and then commercializing the solution, to ensure visibility and traceability of its supply chain. At the same time, the platform must be built into the system of analytical functions of the existing supply chain and integrated with it as needed, allowing users to visualize key information and provide support for decision making.

Stage 3: Establishing Reliable Economic Ties

The development of cooperation between suppliers and consumers within the digital platform is associated with the conclusion of versatile business contracts that consider the requirements of the participants in the supply chain. Strict control over compliance with the terms of cooperation and systematic updating of the information storage will enhance the prolongation of business relations. Authorization of the digital platform and variation of analytical results will help establish more effective communications that stimulate the involvement of new companies in logistics. Real-time data will indicate problems affecting the timeliness of delivery and the safety of goods.

Stage 4: Mobilization and Creation of Value in the Supply Chain

To ensure transparency and traceability of the supply chain, each company involved, based on new knowledge, must

develop a toolkit for managing its own [17] and joint efforts. Specifically, guidance on creating the required resources, systems and processes; guidance on comparing productivity and progress in sectoral development; as well as guidance on the allocation of roles and responsibilities in creating value for the delivery.

2.6. Supply Chain Management Model Design

The concept of an extended enterprise is unthinkable without a shared information flow. It is the use of common information that makes it possible to carry out cross-

functional “horizontal” management in practice. More importantly, the information shared between supply chain partners is what makes it possible for a flow reaction to occur.

Goods moving from one end of the channel to the other. What is now defined as a virtual enterprise or supply chain is essentially a set of partnerships that are based on the exchange of information that adds value. A graphical representation of this concept is shown in Fig. 3.

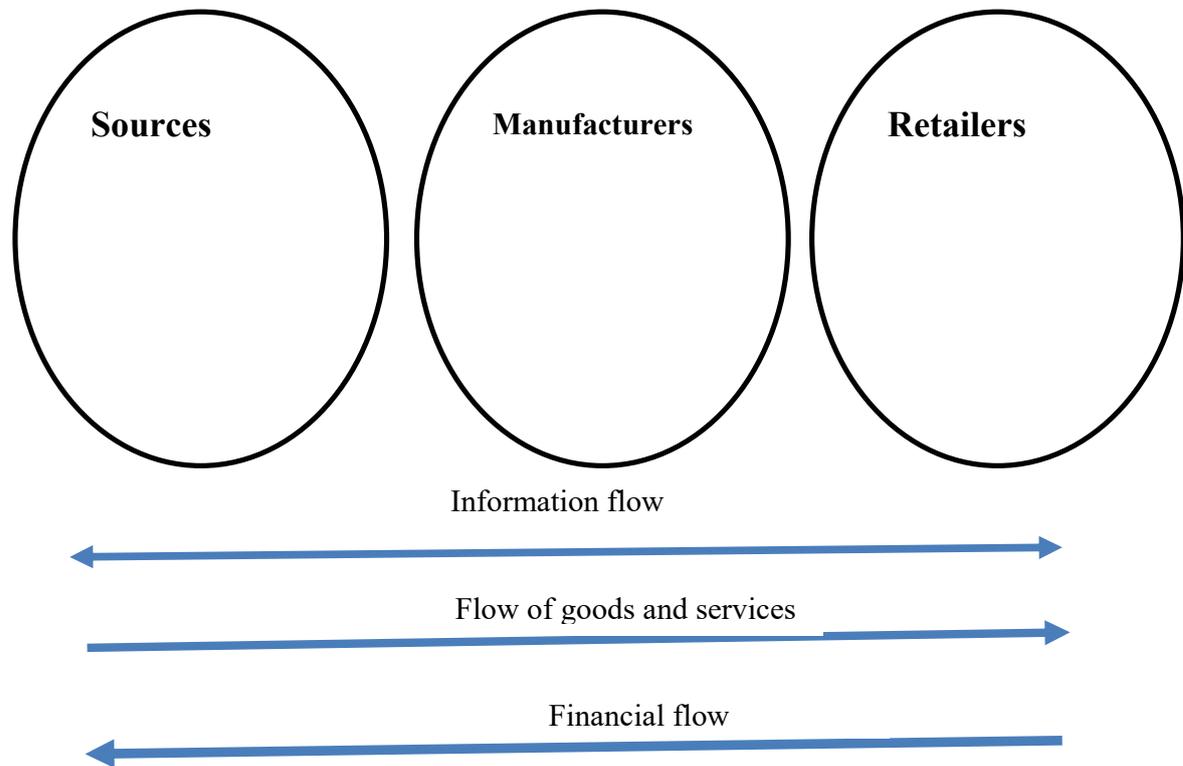


Figure 3: Proposed Model for the Extended Company and Supply Chain

The idea that partnership agreements and ideology of cooperation are more effective is gaining more and more practical evidence. Thus, the supply chain becomes a kind of confederation of organizations that agree on common goals and give sustainability to the overall process of creating value and its delivery system. This process is gaining momentum as the trend towards the use of external sources of obtaining resources increases. Just as organizations have dramatically reduced the number of their suppliers, often down to just one, so many suppliers have focused on serving fewer customers while increasing the volume of goods and services they offer. This phenomenon can be called a “vertical” growth strategy, as opposed to the traditional “horizontal” growth strategy aimed at finding the largest number of customers to whom the same product can be sold [3].

One of the distinguishing features of a virtual supply chain is that the finished product or final proposal is not created until the last moment. The idea here is to strive for maximum flexibility by creating what has come to be known as “the utility of time, place and form.” Delay in time and place occurs when an organization centralizes its stocks in order to reduce

the total quantity in the system and increase the availability of goods. The latter result is achieved due to the fact that it is usually easier to predict aggregate demand than demand, for example, in a single country. In rapidly changing markets, the risk of choice the specific configuration of the product until reliable information is obtained about the actual needs for it can be very significant. In many markets for high-tech goods, as well as markets for fashion or seasonal wear, short life cycles of products lead to their rapid aging and the need to write off accumulated stocks. The alternative provided by the virtual supply chain is not based on stockpiling, using information and improving responsiveness to market demands.

Most advanced organizations have long recognized that information systems are key to successful supply chain management. The desire not to limit the functions of the information system to the classical framework of planning and control tasks ensures the “compression” of space and time due to direct communication between the buyer and the seller and creating conditions, forcing the supplier to respond in a timely manner to market changes. J.F. Rayport

and J.J. Swiokla was the first to introduce the concept of “market space” to describe the new working environment, involving the use of electronic sales, the Internet and virtual supply chains. [3] In the market space, customer demand can be identified as it arises. At the same time, networks of specialized suppliers may be formed to find innovative and cost-effective solutions for complex projects and production problems. The Internet is the most important invention of the late 20th century in terms of its potential impact on logistics management. This worldwide network is the ideal tool for creating a virtual supply chain. Not only does it provide the lowest-cost access to global markets and help shoppers reduce search time and transaction costs, it also allows the various organizations in the supply chain to share common information with each other at the lowest cost. These external networks (called “extranets”) are revolutionizing supply chain management. Organizations with completely different internal information systems now have access to salesperson data on sales or expenditures and can use this information to manage replenishment and to signal future needs to their suppliers.

3. Results and Recommendations

In this search, key supply chains have been identified and a detailed and precise analysis of its advantages, as well as showing the most important defects of these strategies. This is in addition to suggesting a model to increase the efficiency and effectiveness of these chains’ management. The Group of companies involved the main suppliers of development and operational processes for their services because they are of great importance.

The study concluded the following recommendations:

- The Group of companies involved the main suppliers of development and operational processes for their services because they are of great importance.
- The Group of companies shall involve its strategic partners with related basic information in its services and suppliers.
- Emphasize the need for flexible systems by companies to respond effectively and rapid customer orders, electronic workers
- That companies give greater interest in transport and supply systems used for these systems Importance at the speed of meet customers’ orders.
- Emphasize the need to provide capacity to provide companies in Jordan to deal with change in the size of services provided.
- The establishment of companies in Jordan to increase cooperation with brokers and distributors in solution Problems.
- Emphasize increased personal links between the company and customers to serve its marketing goals in the long term.
- Companies in Jordan are interest increased in Jordan processes to update their services and reduce costs.
- Corporate companies take better quality control actions in their business.

4. Conclusion

The ability of the supply chain to repair, redirect or replace resources, while maintaining their reliability and efficiency

through increased visibility and traceability, will improve the structure of relationships between partners. Sustainable supply chains provide not only a competitive advantage, but also an additional advantage. Synergistic interaction preferences, reducing deflationary opposition. At the same time, major operators should develop and promote logistics platforms, setting standards that other interested players in the market can join later.

The formation of an efficient logistics supply chain that meets the conditions of visibility and traceability is a qualitatively new approach to the fragmented design of a logistics process based on a value system, focused on new code and digital thinking, the core of which is a knowledge platform. This approach to shaping an industry solution related to designing efficient supply chains is of practical importance and helps companies meet the growing needs of stakeholders in sustainable distribution channels by:

- Organizing work with partners and competitors by creating open communications, since the exchange of best practices and cooperation at the sector level
- Providing unlimited opportunities to ensure clarity and traceability of the supply chain;
- The introduction of a digital platform that provides a secure exchange of data and experience, allows you to quickly solve tactical tasks, and also facilitates communication with the modern supply chain ecosystem and makes it more resilient;
- Licensing of the digital platform and diversification of analytical results, which helps to establish more effective business relations and stimulate the participation of new companies in logistics;

Ensuring transparency and traceability of the supply chain by managing our own and joint efforts aimed at creating value to improve economies of scale and reduce inventory.

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