



كلية التجارة

**The Role of marketing Management in
Supporting the Competitive Advantage of
Organizations
(An Applied Study on Food Industry
Organizations in Egypt)**

**دور إدارة التسويق في دعم الميزة التنافسية للمنظمات
(دراسة تطبيقية على شركات الصناعات الغذائية في مصر)**

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المخلص باللغة العربية:

أصبحت فكرة المنافسة هي الاهتمام الرئيسي للمنظمات لتحقيق درجة معينة من الميزة التنافسية

على المستوى الاستراتيجي ، استخدام التسويق كنشاط لسلسلة القيمة يمكن أن يحقق ميزة تنافسية للمنظمات ، إختار الباحث (المزيج التسويقي) للتعبير عن إدارة التسويق كمتغير مستقل ، وإختار قيمة العميل للتعبير عن القدرة التنافسية لمنظمات صناعة الأغذية كمتغير تابع (صناعة العصائر).

في هذا البحث سوف يتم التعبير عن إدارة التسويق من خلال (4Ps) وسوف يتم التعبير عن الميزة التنافسية للمنظمات من خلال تحقيق (قيمة العميل) سيشرح هذا البحث العلاقة بين إدارة التسويق كنشاط لممارسات سلسلة القيمة وتحقيق الميزة التنافسية في مؤسسات صناعة الأغذية ، وخاصة في تلك المنظمات التي تعمل في إنتاج العصائر. وذلك لإظهار كيف يمكن لهذه المنظمات من خلال استخدام نشاط سلسلة القيمة (إدارة التسويق) تحقيق ميزتها التنافسية.

استخدم الباحث البرنامج الإحصائي أسلوب الانحدار المتعدد، وذلك لتحديد طبيعة العلاقة بين المتغير المستقل والمتغيرات التابعة ، وقياس الانحدار المتعدد العلاقة بين (التسويق كنشاط لسلسلة القيمة) كمتغير مستقل و (تنافسية منظمات الصناعات الغذائية) كمتغير تابع.

تظهر نتائج هذا البحث أن هناك علاقة ذات دلالة إحصائية بين المزيج التسويقي (المنتج ، السعر ، المكان ، الترويج) وقيمة العميل ، أن هذه العلاقة إيجابية وقوية ، وأيضاً أي زيادة أو نقص في (4Ps) كعنصر محدد للتعبير عن إدارة التسويق سوف يشرح الزيادة أو النقصان في تحقيق القدرة التنافسية لمنظمات صناعة الأغذية التي تمثل قيمة للعملاء.

الكلمات المفتاحية:

- سلسلة القيمة¹: يمكن تعريفها على أنها سلسلة من الأنشطة والتي من خلالها تستطيع المنظمات إيجاد قيمة لمنتجاتها ومن هذه الأنشطة، تصميم المنتجات والتسويق والتسليم ودعم منتجات المنظمة.

- يمكن تقسيم أنشطة سلسلة القيمة ، من منظور وظيفي ، إلى نوعين من الأنشطة (الأنشطة الأولية)(الاساسية) والأنشطة الداعمة).

الأنشطة الأساسية (الأنشطة الرئيسية) هي:

- أنشطة التسويق
- أنشطة الإنتاج
- الأنشطة اللوجستية الواردة والصادرة

الأنشطة الداعمة هي:

- الموارد البشرية
- الأنشطة المالية
- أنشطة الشراء

- الميزة التنافسية²: خلق الأداء المتفوق والحفاظ عليه (بورتر ، ١٩٨٥). تساعد الميزة التنافسية في جعل الإستراتيجية أكثر قابلية للخدمة ومنموسة وقابلة للإدارة (بورتر ، ١٩٩٠).

¹ Mohamed Ibrahim.,(2017): "strategic marketing management -the base of managing the organization from strategic managerial concept".

² Porter. M. E., (1985): "Competitive Advantage-Creating and Sustaining Superior Performance", the Free Press.

- قيمة العميل¹: تعني أن العميل يشتري من المنظمة التي تقدم له أعلى قيمة يتصورها وهذه القيمة إنما تتوافق مع توقعاته كمشتري.

1. Summary:

The idea of competition became the main interest for organizations to achieve some degree of competitive advantage or excellence over their competitors.

On the strategic level, the use of the marketing as an activity of value chain which can achieves competitive advantage for organizations, the researcher selects the (4ps) to express the marketing management as an independent variable, and select the customer value to express the competitiveness of food industry organizations as a dependent variable.

In this research will examine the relationship between the (4ps) as a selected item to express the marketing management and the customer value as a selected item to express the organization's competitiveness.

This research will explain the relationship between the marketing management as an activity of value chain practices and achieving the competitive advantage in food industry organizations, especially in those organizations which are working in producing juices. Additionally, this research tempts to show how these organizations through using the value chain activity (marketing management) can attain their competitive advantage.

The researcher use the multiple regression to determine the nature of relationship between the independent variable and the dependent variables, the multiple regression measure the

¹ Porter.,(1990): "The Competitive Advantage of Nations" . Macmillan, London.

relationship between (the marketing as an activity of value chain) as an independent variable and (the competitiveness of food industry organizations) as a dependent variable.

The results of this research show that there is a statistically significant relationship between the marketing mix (product, price, place and promotion) and the customer value, that this relationship is positive and strong .also any increase or decrease in the (4ps) as a selected item to express the marketing management will explain the increase or decrease of achieving the competitiveness of food industry organizations which is customer value.

2. Introduction:

Over the last decades, some changes have taken place in management, an essential concept has emerged know as competitive advantage. The idea of competition became the main and important interest for organizations to achieve some degree of competitive advantage.

On the strategic level, the use of the value chain achieves competitive advantage and increases the customer's value. As a recent concept, this research will search the role of marketing management as value chain's activity in achieving the competitive advantage for food industry organizations.

Many studies discussed the relationship between the competitive advantage and value chain, and the impact of using the value chain practices in achieving the competitive advantage. Yet, this research will explain the relationship between the value chain practice (marketing management) and achieving the competitive advantage in food industry organizations, especially in those organizations which work in producing juices.

The importance of this research stems from presenting some solutions through using the value chain practice (marketing management) which can solve most of these Egyptian organizations' problems. Also, one of this research's goals is to raise the awareness of the organizations that work in the Egyptian food industry sector about using the value chain activities, and understanding the relationship between the value chain activity (marketing management) and achieving the organizations competitiveness.

The beneficiaries of this research are the Egyptian organizations that work in food industry sector. This research aims at helping them to identify the practices of value chains to achieve their competitiveness. This research will help these organizations to use the practices of value chain (especially marketing management) through it these organizations can increase their competitiveness (customer value) through using the value chain activity.

3. Research Problem:

The researcher defines the research problem as follows:
"The Egyptian food industry organizations suffer from problems which have a negative impact on the competitiveness of these organizations and using of the value chain practice (marketing management) can help them achieve their competitiveness"

4. Research Objectives:

The research aims to achieve the following objectives:

- 1- Studying the relationship between marketing management as the first selected activity of value chain and achieving competitive advantage for organizations which is customer value.

- 2- Find the type and strength of the relationship between the value chain activity (marketing management) and organizations competitive advantages.

5. The Management of the (Marketing Activity) of value chain:

This research illustrates in the following the management of the marketing activity.

5.1 The Management of Marketing:

Generally, Marketing¹ can be defined as a managerial department can help the organization to innovate a new product with high quality through using marketing management.

- Marketing is an activity or set of organizations and some more processes which is working together to create, communicate, deliver and exchange offering which have value for customers.
- According to Kottler, marketing is the science of finding, creating and delivery value, marketing is identification of customers' needs.

5.2 Functions of Marketing Management:

- American marketing association² defined "marketing as the process of planning, pricing, promotion and

¹ www.heidicohen.com

² Ramaswamy, V. S. and S. Namakumari.,(2009): "**Marketing Management -Planning, Implementation & Control**", Macmillan Business Books, www.sscbs.bestbookbuddies.com

distribution of ideas, products and services to create exchanges which satisfy the customer needs”.

- From American marketing association definition that observed that the marketing management includes some of activities, these activities for organizations which are working in goods and services. Marketing management has activities like: planning, implementation, and control.

5.2.1 Planning :

- Marketing management has some activities or phases such as planning, implementing and control.
- Planning tell the managers what should they do? Planning is starts from the analysis situation, analysis all factors can affect the organization marketing, which is called strategically, The environmental scanning means considering all external things which can affect the organization's operation. Those external things can be competition, legislation, regulation, social and cultural trends, and technology. These trends can also affect the organization's operations, which produce the product with high quality through the value chain in the organization.
- The second part of planning is setting the organizational goal, after the screening stage is completed, start a new stage which is design and testing strategies.
- Planning can support a new tactics and strategies and also can reduce the time between the screening idea and the introduction of it.
- The marketing management cycle starts from the first managerial function, which is **planning**, which means the process of scanning and examining all the surroundings of the organization.

5.2.2 Implementation:

- The second managerial function is the **implementation**; which tells the managers how can they do it?
- Implementation means organize, it is one of important task in organization; implementation operates the goals and achieving it, transfer the plans that have been made and translate them from expected plans to existing reality.
- One of the main functions for marketing management, as an inbound activity in the value chain of the organization, is implementing the plans in which operations can be done, and value can be added (high-quality product) for the final end-user through the organization's resources and abilities to achieve competitiveness. How the marketing management transfers plan to the reality of achieving competitiveness.
- Marketing implementation¹ is to get the marketing task is done, it's an execution phase which produces the real results, and poor implementation can harm the marketing strategies and plans.
- The main target of implementation is to make sure that all operations are executed excellent.
- Implementation is how the manager can organize the people in different tasks in organization.
- Marketing implementation focuses on customers, distributors, retailers who can influence the buying decision.

¹ Victor Anandkumar and Bhushan D. Sudhakar.,(2002):
"Marketing Management". www.pondiuni.edu.

- Marketing implementation includes all organizational functions such as: the production's plans, the developing of product, and logistics.
- Marketing implementation link between the organizational structures and the allocating of marketing efforts based on the individual skills. After time the organizational structure will be useless, marketing implementation can employ it in satisfying the market needs through employing the good marketers who can use their own experience or personal skills to improve their work, as a result, gaining an excellent marketing action.

5.2.3 Controlling:

- The third function is controlling or **monitoring**. as a managerial function, means the process of tracking plans, and in this step, the acquired information is important. The main part of this process is the corrective action based on the acquired information (feedback) obtained during the monitoring stage. The corrective action is to be taken if the management found that the stated plans are not practical.
- Control can find how can the organization achieve its objectives?
- Achieving the marketing objectives need efforts of marketing control, marketing control is collecting the information on marketing performance and compared the achieved performance with the planned performance. It's the process of finding the difference between the planned plans of performance and the achieved real performance.
- The control process uses some standards to find this difference and take the necessary actions to correct

the actual performance and achieve the desired planned performance.

5.2.4 Marketing control

A)Marketing control process has two sides:

- I. Formal and informal organizational control systems. The formal system concerns by establishing the standards of performance, evaluating the achieved performance through comparing it with the established standards. Control process reduces the difference between the actual and desired performance.
- II. The informal controlling organizational system contains self-control or social control which can make an organizational control culture.

Controlling reformulate the already established plan based on the inputs which is provided through the organizational marketing information system, this system provide analyzed information on the actual performance, plus the whole evaluation.

B)Significance of Marketing Control:

- 1-tracing the differences or deviations between the established standards and the actual performance, this action help organization to avoid any mistakes and also can keep the organizations align with its progress.
- 2- Marketing control enables the marketing managers and the top management to allocate and determine the subordinates' responsibility.

- 3-keep following up for the changes of environments, this monitoring of marketing performance can follow all social, legal, political, and technological environments.
- 4-eliminate the complexity of organizational systems, marketing control can reduce the useless operations and organizational actions.
- 5- Marketing control capable of reformulate the organizational plans into realistic plans, that the effective operated marketing system.

5.3 The Delivery value of Marketing Management:

The target of any organization is to deliver¹ value plus achieving profits, two main points in the delivery value concept: the first one is about that the organization is making something and sell it ,another point is that the marketing activity which has the of the value delivery process. And the usual scenario, that this organization will produce a product and will market it and its customers will buy the units which satisfy their need without regard to quality or any other special features. But this traditional way of selling products will not work in case of competition economics, when the customers find mass kinds of products, and every product has its own features.

And every market has its own preference, perceptions wants and buying criteria, and the clever competitors who can design the specific product to a well determined market.

The value delivery process sequence:

¹ Philip Kotler..(2011): "**Marketing Management Millennium Edition** ", custom edition of universityof phoenix.Pearson Education Company, Tenth Edition

The value delivery process is starting with the planning function, instead of the traditional thinking which is the emphasizing on selling the product. Organizations can start the value delivery process through the three stages or phases:

- A) The first stage is choosing the value this phase is a homework stage that the marketing department will prepare before any product existence. Through this phase the marketing team determines the market target and work on developing its product's value positioning.
- b) Second phase which is the phase of providing value, the marketers can divide the product's features into details, price the product, and distribute the product. The developing of this specific product in its features, prices and distribution is considered a tactical marketing.
- c) The third phase of delivery value process is the communicating value, in this stage in addition to the tactical marketing; the marketing department works to achieve the sales target, utilize the sales promotion, advertisement and use all available promotion tools to inform the customers about its product. Through this phase and the continuous efforts of doing it, the product is being developed and be available for customers. And to deliver the value for customer through these three stages, the marketing department makes a marketing plan.

Marketing management, as an activity in the organization's value chain, must have the main stage of management, which is monitoring the stated plans to produce a high-quality product and take a corrective action at the right time. These plans are mainly concerned with the value-added for the customers as the main objective of achieving the organization's competitiveness.

The linkage between the marketing management, as an inbound activity of the organization value chain, and a high-quality product, as an outbound activity of the organization

value chain, must be presented in the marketing plan to carry out all managerial stages.

6. Nature of Competitive Advantage:

(Ansoff, 1965) ¹ defined the competitive advantage separated from any characteristics or any especial opportunities in the field, Ansoff focused on the product- market relationship to define the competitive advantage, this advantage can achieve the growth for all organizations which are working in the same field, thus achieving the growth for this sector, also discussed that every organization individually can search about its unique features to achieve its own competitive position.

(Alderson, 1965) ² discussed that the organizations must struggle to achieve their unique and different features to differentiate themselves from their competitors, achieving these especial characteristics also must be clear in front of customers, Alderson added that the organization's competitive advantage can be achieved through two ways, first lower prices and second, will be through the making new selective advertisements. Also the organizations must concentrate on the product innovation. As a result of this effort, the organization will gain a sustainable competitive advantage. After a decade later, (Hall, 1980) discussed that the organizations can achieve its sustainable competitive advantage through decreasing its cost

¹ Christos Sigalas and Victoria PekkaEconomou .,(2013) :"**Revisiting the concept of competitive advantage Problems and fallacies arising from its conceptualization** ", Journal of Strategy and Management, Vol. 6 No. 1, Emerald Group Publishing

² Jamal Ghamari.,(2007):"**Conceptualization of Competitive Advantage and Sustainable Competitive Advantage. the Question Of Diversity**",www.ssrn.com

and make its differentiation. In 80s(Henderson, 1983) discussed the same meaning of Hall's definition, about achieving the sustainable competitive advantage through searching gaining a new competitive advantage inside the organization over its competitors.

(Porter, 1985)¹ discussed that the competitive advantage grows out finding an organization's value for customers, and value it may be lower prices than other competitors for same products, value also may be unique different benefits for customers.

Porter defined the competitive advantage for organization is when the organization can be the low -cost leader in its industry, and the organization can achieve its differentiation through providing some benefits for customers like: special features in the product (product image), different delivery system, the organizations must seek about providing something is different or unique, which can be perceived by customers.

Customers can feel that something is new and valued.

(Conye, 1986)² discussed achieving the organization competitive advantage when its competitors couldn't imitate these advantages of this organization, and the meaning of sustainable competitive advantage is when the organization has four attributes in its products: providing a value for customers, its products are not imitated, its products with features are rare and the customer cannot substitute these products with another product.

¹ Michael Porter.,(1985):"competitive advantage: creating and sustaining superior performance", the free press

² Selvarasu A., José Filipe, Manuel A. Ferreira and Manuel Coelho., (2008):"The Sustainable Competitive Positional Advantage of English Dailies: A study for the State of Tamilnadu (India) ", School of Economics and Management, Technical University of Lisbon

(Mcgee, 1986)¹ discussed the idea of groupings or structures between industries, based on the similarity of organization's behavior, these groups of organizations are called strategic group which is a collaborative structure within industry, which can identify the features of the competitive position, also these groups can suggest a systematic or regular way of identifying the strengths and weaknesses (SWOT analysis) for the framework of organizations' competitive advantage in this industry.

(Day and Wensley,1988)² discussed the sources of competitive advantages, which are that things indirectly is linked with the organizations ,which is related to facilitate the organization's performance to achieve its competitive advantages, these advantages may be adding value to customers, achieving lowest production costs.

Second:

In 90s some researchers discussed the competitive advantage, like: Ghemawat and Barney, Ghemawat mentioned that there is no permanent performance to achieve the organization's competitive advantage, and the organizations should decrease its cost in comparison with its competitors.

(Barney,1991) ³discussed this idea about the resources and the linkage between the organization's resources and achieving

¹ John Mcgee and Howard thomas.,(1986):"strategic groups: theory ,research and taxonomy", strategic management journal.vol.7

² Jesperstrandkov., (2006):"sources of competitive advantages and business performance", journal of business economics and management, vol.3

³ Jay Barney.,(1991):"firm resources and sustained competitive advantage", journal of management,vol.17,no.1

the sustainable competitive advantage, and explained that The organization should relate its resources with its performance; that means the organization can express this valuable resource in an economic value. The organization's resources must have unique features, it must be rare, valuable and difficult to imitate. The ideas of Barney focused on the treating of these resources and evaluate these resources in an economic value; these unique resources can lead to achieve superior performance, thus, achieving organization's competitive advantage.

(Peteraf, 1993)¹ can find the backbone of competitive advantage from resource based view, Peteraf discussed that sometimes the heterogeneity of resources provides unique resources for every organization, these organizations compete on a basis of unique resources not on the similarity of resources. The unique resources base can help to satisfy different customer needs and can achieve customer perceived values. Peteraf added that the organizations on this base can generate its own strategies which can create the organization competitive advantage.

In the end of 90s², it was a group of authors, who were among them, Ghemawat and Besanko.

(Ghemawat, 1999) discussed the achieved organization's competitive advantage can be measured by its achieving for a superior profit within its competitors or within its industry strategic group.

¹ Margaret A. Peteraf and Mark E. Bergen.,(2003): "Scanning Dynamic Competitive Landscapes: a market – based and resource- based framework", Strategic Management Journal,vol.24

² Richard P. Rumelt and Elsa kunin.,(2003):"What in the World is Competitive Advantage? ",policy working paper, The Anderson School at UCLA

(Besanko, 2000) discussed the same idea of Ghemawat, also mentioned that the competitive advantage for organizations can be measured through achieving an economic profit, a higher economic profit than its competitors in market. Besanko defined the economic profit; it is the difference between the profits which already achieved from investing resources in a specific way and the profit which would have been achieved by investing same resources in any profitable alternative.

(Grant, 2002)¹ discussed the same idea of Barney, which was about the nature of organization's resources, Grant idea explain that the organization's resources must be valuable and rare to achieve a competitive advantage.

(Haslinda,2010)² discussed that the main reason of achieving the organization's competitive advantage that using its resources (tangible and intangible), Haslinda discussed the organizational resources which include the (financial ,physical, human and experimental),Physical resources which include: (equipment, production, technology) ,the Financial resources which include: (bank deposit, capital, stocks and shares) ,the Human resource which include : (top and middle management and administrative employees)and the Experimental resources like: (product reputation, manufacturing experience, brand name) these resources owned and controlled by the organization, these resources have a main role of achieving a competitive advantage , based on these organizational resources the competitive advantage will be achieved which will lead eventually to achieve the superior performance.

¹ Jeroen Kraaijen brink and J.-C. Spender.,(2010):"**The Resource-Based View: A Review and Assessment of Its Critiques**", Journal of Management.vol.36.sage publications

² Haslinda Abdullah., (2010):"**A Review on the Relationship between Organizational Resources, Competitive Advantage and Performance**",research gate

(Amadeo, 2019) ¹ discussed the creation of competitive advantage is through three elements: benefits, target market and competition.

- **Benefit**: the benefit means that the organization can search about the product's benefits will be provided for customers, it's really a value is needed by customers, the organization should identify their product's features carefully and ask how will achieve a value for their customers, the organizations must search about the new trends and new technology. This value added will be the competitive advantage for this organization.
- **Target Market**: the organization should identify the targeted customers carefully to identify their needs, provide exactly what they need in the product and who will buy the product, create its demand and economic growth, the second element targets adding a value for customers.
- **Competition**: the competitors are not just organizations are working in the same industry, and provide same products or similar features, the market competitors are organizations work hardly to satisfy your customers' needs, if the organization search about achieving the competitive advantage, it must identify the real competitors, and search how can provide something is superior than its competitors. To achieve an organizational competitive advantage, you have to fulfill your customers' needs more than any other competitors.

These three elements aim to achieve the organization's competitive advantage through adding value for customers.

¹ Kimberly Amadeo.,(2019):" **What Is Competitive Advantage ? Three Strategies That Work-Use These Three Harvard Business School Strategies to Beat Your Competition**", article.www.thebalance.com

7. Multi Regression:

This section discusses the statistical findings of data analysis related to the role of value chain management in supporting the competitive advantage of organizations.

Some of these obtained results discuss the relationship between Marketing management (4Ps) which is divided into its components (Product, Price, place and promotion), and the competitive advantage which will be expressed into customer value and will be divided into its components (Product's quality, Customer satisfaction, Annual sales, and the organization's market share within 2018)

This analysis will show the statistical results as follow:

Part (1): The Relationship between the Marketing management (4Ps) (Product, Price, Place, and Promotion) and the Customer value:

In this part, the researcher try to answer the first question of this study which relates to identify the relationship between Marketing management (Product, Price, Place, and Promotion) as an (independent variables) and Customer value as a (dependant variable), and then testing the first null hypothesis which states that:

H1: There is no significant relationship between marketing management (4Ps) (Product, Price, Place, and Promotion) and the customer value (product's quality, annual sales, customer satisfaction and market share)

"There is no significant relationship between Marketing management (Product, Price, Place, and Promotion) and Customer value from food industry organizations' managers and employees' point of view."

First: coefficient of determination

Table 1.1: Model Summary of Relationship between the (4ps) and Customer value

(Outputs of Multiple Regression Analysis)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787	.619	.614	.25367

a. Predictors: (Constant), (Product, Price, Place, and Promotion)

Table 1.2: Relationship between the (4ps)(product, price ,place and promotion) and Customer value

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.873	4	7.718	119.944	.000 ^b
	Residual	18.983	295	.064		
	Total	49.856	299			

a. Dependent Variable: Customer value

b. Predictors: (Constant), The (4Ps) (Product, Price, Place, and Promotion)

- Multiple regression analysis is used to identify the relationship between the two sets of variables under investigation by using the Enter method.

- The (4Ps) (Product, Price, Place, and Promotion) contains the following variables:
- Type and strength of the relationship between the (4Ps) (X1) which includes (Product, Price, Place, and Promotion) as an (independent variables) and the customer value (y) as a (dependant variable) from the food industry organizations managers and employees' point of view, and also the relevant importance of the (4Ps) can be illustrated in the following table (1.1) and table (1.2).
- From the previous table, it is clear, that the total correlation (R) that (.787) there is a significant, positive, and strong relationship between the (4Ps) (Product, Price, Place, and Promotion) and the Customer value in the opinion of managers for food industry organizations. Strength of relationship is about 78.7% in the overall model (see table 1.1).
- The coefficient of determination (R^2) equals (.619) and that indicates that the variables of the (4Ps) (Product, Price, Place, and Promotion) the independent variable, (the managers of food industry organizations opinion) can interpret approximately 61.9% (according to R^2) from an overall variation in Customer value in these model (see table 1.1)
- the regression model statistically is significant, when the F test is significant at level of confidence (.99).

Second: coefficient table

**Table 1.3: the variables coefficients of regression model
Coefficient (A)**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.201	.157		13.982	.000
	Product	.145	.037	.241	3.882	.000
	Price	.216	.043	.290	5.007	.000
	Place	.025	.041	.028	.600	.549
	Promotion	.200	.040	.347	5.046	.000

a. Dependent Variable: Customer value

According to the previous table, the value of beta for the independent variable equal (product, price, place, and promotion)= (.145, .216, .025 and .200) which means that the independent variable has an impact on the dependent variable.

Table 1.4: The Importance of The (4Ps) (Product, Price, Place, and Promotion) variables:

Independent	Importance rank	Beta
Product	3	.241
Price	2	.290
Place	4	.028
Promotion	1	.347

-The Results of multiple regression analysis show that there are only ten variables representing the most important Marketing management (i.e., Product, Price, Place, and Promotion) and are related to Customer value.

- These 4 variables are ranked according to its importance and they reflect that most employees have positive attitudes toward the following Customer value (see table 5.19): Product (.241), Price (.290), place (.028), Promotion (.347).
- According to the above mentioned findings with respect to the relationship between the (4ps) (Product, Price, Place, and Promotion) and the Customer value, the researcher must reject the first null hypothesis of this study and accept the alternative one.
- More specifically: there is a significant relationship (P-value = 0.01 according to F-test) between (4ps) (Product, Price, Place, and Promotion) and Customer value, taken together.

Conclusion:

The conclusion of this research is that marketing management (as a part of organization's value chain) is related to the achieving the competitiveness of food industry organizations. it's a strong and positive relationship between the (4ps) of marketing management and achieving the customer value for the customers.

