

The Essence of the Interaction between Supply Chain Management and Complexities of Customers

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Abstract

The aim of this study is to clarify the essence of the interaction between supply chain management and customers. So it is necessary to know the adoption of supply chain management, as well as the importance of the customer as an active and profitable element to companies. To illustrate this, we conducted a field study in a group of companies and used the questionnaire as a tool to analyze the data we obtained using the SPSS program. This study found that supply chain management faces customers and has a great responsibility during delivery of the product and deals with the complexities it faces.

Keywords: Supply chain management (scm), customers, relationships, interaction.

جوهر التفاعل بين إدارة سلسلة التوريد والتعقيدات المتعلقة بالزبائن

ملخص

الهدف من هذه الدراسة هو توضيح جوهر التفاعل بين إدارة سلسلة التوريد والزبائن، لذا من الضروري معرفة اعتماد إدارة سلسلة التوريد، بالإضافة إلى أهمية الزبائن كعنصر نشط ومريح للمؤسسات، ولإبراز ذلك، أجرينا دراسة ميدانية على مجموعة من المؤسسات واستخدمنا الاستبيان كأداة لتحليل البيانات التي حصلنا عليها باستخدام برنامج SPSS. وتوصلت هذه الدراسة إلى أن إدارة سلسلة التوريد تواجه الزبائن وتقع على عاتقها مسؤولية كبيرة أثناء تسليم المنتج للزبائن وتتعامل مع التعقيدات التي تواجهها معهم بشكل فعال.

الكلمات المفتاحية: إدارة سلسلة التوريد، زبائن، علاقات، تفاعل.

L'essence de l'interaction entre la gestion de la chaine logistique et la complexité des clients

Résumé

Le but de cette étude est de clarifier l'essence de l'interaction entre la gestion de la chaine logistique (GCL) et les clients. Il est donc nécessaire de connaître l'adoption de la GCL, ainsi que l'importance du client en tant qu'élément actif et rentable pour les entreprises. Pour illustrer cela, nous avons mené une étude de terrain dans un groupe de sociétés et utilisé le questionnaire comme outil pour analyser les données obtenues à l'aide du programme SPSS. Cette étude a révélé que la GCL fait face aux clients et qu'elle assume une grande responsabilité lors de la livraison du produit et qu'elle gère les complexités auxquelles elle est confrontée.

Mots-clés : GCL, clients, relations, interaction.

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Introduction:

Rapid developments in many fields have been observed, especially economic ones. Therefore, companies must take into account these developments by adopting modern administrative approaches, which are a necessity to stay in markets where there is full competition.

There have been many modern administrative approaches but what matters to us in this regard is supply chain management as a modern trend in the management of supply and distribution operations at the company level. It is also necessary to track all activities related to the effective management of raw materials received from sources to produce products that are routed towards distributors to obtain competitive advantages, especially customer-related benefits.

The company must study the most important suppliers along the supply chain to obtain raw materials at appropriate cost and quality. To move to the main place within the supply chain that involves movements of the materials within the warehouse and production system. The product distribution track should also be pursued and all efforts and competencies must be made available and appropriate distributors should be appointed

This is all to reach customers in the appropriate way and getting from the same customers or others more information may be influenced on the supply chain, whether this information contains an explanation of the track to the distribution side or even product quality.

hartmu & Kilger stated that supply chain management was introduced in 1982 by consultants Oliver and Webber⁽¹⁾. In the last few years, supply chain management has been used in many areas increasingly, such as aircraft manufacturing, automotive, pharmaceuticals, telecommunications, textiles, clothing, retailers, construction, healthcare, and even high-tech manufacturing⁽²⁾.

In addition, there is an illustration contained that the use of supply chain management is recognized as the creation of competitive advantages, and strengthening the performance of enterprises⁽³⁾. This showed, identified, and confirmed the many studies that have been done in this trend over many companies. The implementation of the supply chain in many companies has been seen widely and this gave interesting results as seen in the academic researches.

• Problematic of the study:

In the last few years, supply chain management has been used in many areas increasingly, such. This indicates that supply chain management is expanding its attention to customers in various fields and the wide importance of these subjects in the companies. This raises the following problem:

What is the essence of the interaction between supply chain management and existing customers in the market?

We can divide the problematic of the study into sub-questions as follows:

- What is supply chain management?
- What are the relationship and the management of customers?
- What is the influence of supply chain management on customers?
- By what the supply chain management can be influenced when it meets customers?

• The hypothesis of the study:

After determining the problem of the study, and noting some of the previous studies, we can say that this study is to test the following hypothesis:

Main hypothesis: There is a great interactive relationship between supply chain management and existing customers in the market.

This main hypothesis can be divided as follows:

Hypothesis 01: The adoption of supply chain management is essential to meet existing customers in the market.

Hypothesis 02: Supply chain management has a great responsibility during product delivery to customers.

Hypothesis 03: Supply chain management deals with the complexities it faces with customers.

• **Objectives of the study:**

Throughout this study, the researchers strive to achieve a set of objectives:

- Identify the reality of supply chain management interesting to customers;
- Highlighting the relationship between supply chain management and customers;
- Clarify the critical importance of relationships with customers;
- Raise the company's results to the best by adopting the best supply chain compatible with customers.
- Illustrate how to manage the supply chain on the side of distribution and show the track that it will do it.
- Show the essence of the interaction between supply chain management and customers in companies.

• **Importance of the study:**

This study addresses one of the important topics, especially when we talk about the customer. This element was confirmed by history as a profitable factor for the company.

So, the higher number of customers achieves the biggest profit depending on the latest administrative trends, among which the so-called supply chain management, and what is expected of them to develop the perception of customers.

Modernize ways to deal with customers, attract them, land them and interact with them, and show the leaders how to manage the supply chain in the side of customers, which consider as the major element to maximize profits in the company.

The topic of supply chain management has a considerable interest in companies over the entire world. So, it's important to deal with the subject especially with customers.

• **Previous studies:**

There are many studies published in this object, we can select that is relied on to our question, as the following:

❖ Jouni Kauremaa (2010): PhD thesis, University of Helsinki (Finland), studies on the utilization of electronic trading systems in supply chain management. This study is addressed the coordination of mechanisms, in particular, supply chain planning mechanisms for manufacturers. This study suggests that information exchange should be aimed at all types of information even information about customers or from customers, which must have the accuracy, credibility and reliability of decision-makers, this shows the real interest in information by supply chain managers⁽⁴⁾.

❖ Ashish A. Thatte (2007): PhD thesis, Toledo University, the competitive advantage of a firm through supply chain responsiveness and SCM practices. This thesis focused on examining the impact of various supply chain management practices in achieving competitive advantage and their importance in accelerating the response at the supply chain level, especially customer response. It also clarified the dimensions of the organization's necessary responses to achieve a competitive advantage for the enterprise at the supply chain level. So, we found that the supply chain has a deep impact to have a competitive advantage⁽⁵⁾.

❖ Jari Collin (2003): PhD thesis, University of Helsinki, selecting the right supply chain for a customer in project business. This thesis focuses on the integration of the supply chain with regard to relations with suppliers. This thesis aims to identify and describe the main factors that allow the selection of the supply chain of the enterprise to agree with customer requirements and achieve them⁽⁶⁾.

❖ Li, S (2003) PhD thesis, University of an integrated model for supply chain management practice, performance and competitive advantage. This thesis focuses on the search for a model that combines various supply chain management practices (relationships with suppliers, customers and participating parties) and the way which improves their performance as well as improving supply chain performance, all this will lead to a competitive advantage. As we see the importance of supply chain practices in the companies⁽⁷⁾.

By presenting the previous studies it is clear to us that our study is characterized by the following:

- This study demonstrates the importance of supply chain management and its necessity for customers, in the Algerian case.
- This study is concerned with studying the relations of the company with customers and the need to consolidate them on the one hand, and on the other shows the position that must be acquired by customers in supply chain management.
- This study shows that there is no one-way effect but the opposite effect. This means that supply chain management affects and is influenced by customers in the economic companies of Algeria.

1-Theoretical Framework:

Supply chain management as a modern concept has attracted overwhelming attention especially from business managers and we can say that even searchers have a big interest in this field of study.

The companies which buy from suppliers and do the activities of production and distribution also have a real concentration of all about supply chain management. This shows the evident need for supply chain management as a service in the company to understand the customers and to know how to deal with them.

So, in this section, we will address a range of concepts related to supply chain management and customers as follows:

1-1- Definition of supply chain management:

Supply chain management is often defined as "successive steps of production and distribution of a given product from the upstream to the downstream, so, from supplier's supplier to customer's customer"⁽⁸⁾. Customer is the primary source of the enterprise's wealth at all time, which mean it's necessary to care for customers every time and we don't forget the major role of suppliers. This definition illustrates that there are many steps in the supply chain which must manage successively from the upstream to the downstream. So, we see that this information means good control of this chain.

One researcher emphasized that "supply chain management is a system that includes a group of people, information, activities, and resources that are shared in order to create a product and then convey it to customers in the manner that he pleases"⁽⁹⁾. This emphasizing means that there is a system that works to manage the supply chain by a group of people and sharing information between them by high coordination in activities to transform the resources into creating a product that pleases many customers.

Other authors have also defined "supply chain management as design, maintenance, and operation of supply chain processes for the satisfaction of end-user needs"⁽¹⁰⁾. Where the companies can take into account the needs in all its steps by designing and maintenance in the supply chain, therefore, all processes to satisfy customers. If we did that we can say that we manage supply chain management by our goals. Martin stated that "supply chain management is also the management of upstream and downstream relationships with suppliers and customers to deliver superior customer value at less cost to the supply chain as a whole"⁽¹¹⁾.

The relationships with suppliers it's also so important because the suppliers bring the company raw materials. This costs the company and increases the costs if the company doesn't know the best suppliers, but if the company makes a deep relationship with suppliers this means low costs of raw materials which can let the company have an advantage of price.

The best price brings many customers to buy their products and this leads to a big share in the markets, which makes the company achieve their goals and get more profits and leads the company to make a deep relationship with customers by their low price of products. This analysis confirms that the relationship with both suppliers and customers in supply chain management is so important to the company.

Other researchers stressed that SCM is "an integrating philosophy to manage the total flow of a distribution channel from supplier to the ultimate customer"⁽¹²⁾. In this definition, we note

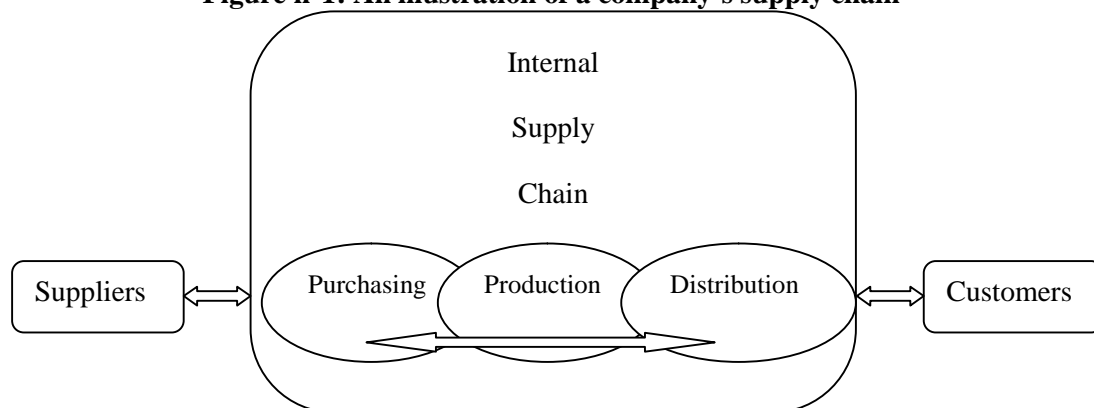
that there is a management of the distribution channel. So, the company must take into account the total flow of a distribution channel which started with suppliers and ends in ultimate customers. So, there are many works of supply chain management it must do it to succeed and to give the best results and best profits to the company at all times.

Supply chain is the set of entities that are involved in the design of new products and services, procuring raw materials, transforming them into semi-finished and finished products, and delivering them to the end customers⁽¹³⁾. So, we conduct the track of the chain, especially when it's involved in designing new products and as we see that this trend shows the best services. The companies bring raw materials from suppliers by negotiation which is found in the procurement and this leads to the transformation of the raw materials as inputs in the production system to outputs as a final product or semi-final.

The supply chain management doesn't stop in this, because it's time to know how to deliver the products. So, we must search for the best market to share maximum products to maximum customers. The managing of supply chain means looking for customer satisfaction as much as possible, and that is why it's looking for how to satisfy them with everything related to quality, the right place and the right time even concerning their views on products and notes that were sent about those products.

In the figure n°1, Chen & Paulraj (2004) illustrate company's supply chain⁽¹⁴⁾, this concludes all that we said about supply chain management and its elements starting by suppliers and purchasing, production, distribution and customers and sharing information between them to get a real managing the supply chain which leads to more profits to the company.

Figure n°1: An illustration of a company's supply chain



Source: Chen, I. J. & Paulraj, A., (2004). Towards a theory of supply chain management: the constructs and measurements. *Journal of Operations Management*, 22 (2), p 123.

These definitions illustrate the importance of supply chain management as a series of integrated processes that start from the supplier's supplier and end with the customer's customer. These integrated operations involve an information system and a range of activities (planning, implementation, control, organization, flow, manufacturing, design, maintenance, distribution), which allows an integrated way to create products at the lowest cost, best quality, and greater customer attractiveness.

That the concept of supply chain management focuses mainly on the need for giving great attention to customers by meeting their needs and desires, studying their aspirations and even anticipating their needs, which leads to increase the value of products from the point of view of customers and even services provided to them.

Thus, making the organization attractive to customers and then getting their satisfaction, as we know customer satisfaction is a fundamental objective to be achieved.

The organization must be competent in terms of how external and internal operations are managed by focusing on good relations with the rest of the parties involved with the company in the supply chain, especially when it comes to the flow of goods and services to the markets, all in an efficient manner that ensures maximizing returns and increasing the value and

reputation of the organization to its customers and the other companies customers. This may affect their decisions to buy the products of that company, then we can say that the company attracts customers.

1-2- Supply chain management focus on customers:

Companies are adopting supply chain management because it has great importance in the management of supply and distribution activities, especially for customers. This focus can be illustrated by the principles that refer to David et al (2007) as follows⁽¹⁵⁾:

- Segment customers based on the service needs of distinct groups and adapt the supply chain to serve these segments profitably.
- Customize the logistics network to the service requirements and profitability of customer segments.
- Listen to market signals and align demand planning accordingly across the supply chain, ensuring consistent forecasts, and optimal resource allocation.
- Differentiate products closer to the customer and speed conversion across the supply chain.
- Manage sources of supply strategically to reduce the total cost of owning materials and services.
- Develop a supply chain-wide technology strategy that supports multiple levels of decision making and gives a clear view of the flow of products, services, and information.
- Adopt channel-spanning performance measures to gauge collective success in reaching the end-user effectively and efficiently.

The principle of supply chain management focuses on the customer. Each principle explains the mechanism of this focus, starting with segmentation and product diversification, with the speed of response to them in a profitable and cost-effective way.

Other author stated the keys of supply chain processes which are⁽¹⁶⁾:

- Customer relationship management;
- Customer service management;
- Demand management style;
- Order fulfilment;
- Manufacturing flow management;
- Supplier relationship management;
- Product development and commercialization;
- Returns management.

This confirms the importance of customers in all processes of supply chain management. That shows the focus on customers and how to manage the relationship with them and show manner to give all the services to customers in a high way and in an efficient manner to get profits all the time.

The author indicates that the company needs to manage also the demand by an ideal style. We see that development is necessary for the service of production, this means looking for new processes, techniques, and methods in designing the same products or the new ones. As well the companies take full responsibility for the distribution of products and the right commercialization to attract more customers.

We see that the author in his stating of the keys, he concentrated on the relationships with suppliers and we note that the company must manage this relationship So, it's also beneficial to the company.

One researcher said that "Supply chain strategies require a total systems view of the linkages in the chain that work together efficiently to create customer satisfaction at the endpoint of delivery to the consumer. As a consequence costs must be lowered throughout the chain by driving out unnecessary costs and focusing attention on adding value. Throughout efficiency must be increased, bottlenecks removed and performance measurement must focus on total systems efficiency and equitable reward distribution to those in the supply chain adding value. The supply chain system must be responsive to customer requirements"⁽¹⁷⁾.

As we see there is a lot of information related to this definition or in the best way of saying, we can say it is an explanation which includes a supply chain as a total system link all the parties in order to omit the additional costs which the company didn't need it in the internal and the external system. Especially, the strategic view in the supply chain can help the company to gain more profits as long as it is the market of competition. So, the company takes into account that information in order to get a plan or to control all the movement's overall system.

Furthermore, technology can be used as a strategic dimension that helps to make an optimal decision by taking into consideration the trends of the clients in the market, their needs and their requirements and the possibility of achieving them.

1-3- Interactive relationship between supply chain and customers:

The main objective of the companies, in general, is to meet the requirements of customers, or rather to meet the various needs and desires of different clients, which allows them to excel and compete with other companies, as long as the company can meet these needs and desires for customers, it will remain steadfast in the face of intense competition.

A supply chain consists of all parties involved directly or indirectly in fulfilling a customer request. Within each organization, such as a manufacturer, the supply chain includes all functions involved in receiving and filling a customer request. These functions include, but are not limited to, new product development, marketing, operations, distribution, finance, and customer service⁽¹⁸⁾.

So, the supply chain does all of these processes in order to meet the requirement of customers and to increase the results of the company. This leads to the best share in the market, and the great command, leadership, and control, the great gaining of competitive advantages.

One research found a major role of the supply chain in more entities (organizations or individuals) which directly involved in the upstream and downstream flows of products, services, finances, and/or information from a source to a customer⁽¹⁹⁾. This confirmed that the information is so important in all stages of the supply chain whether if we talk about the upstream or the downstream. So, there is a long chain that contains much information which might also consider as the profitable point to the company. That, indicate a customer as key in this chain of information, and that means we can also transfer the information from the customer into the company by the chain in the opposite direction to use it in the next delivery of products.

Other research notes that "life cycle processes comprising physical, information, financial, and knowledge flows whose purpose is to satisfy end-user requirements with products and services from multiple linked suppliers"⁽²⁰⁾. So, in the meeting of the requirement of customers, it must share the knowledge flow in the right way even with suppliers. This gives us a new thought that is if the supply chain worked by all processes in a good manner from suppliers to customers, this means the best profitable management in the companies overall the chain.

While the company seeks to meet the needs and desires of customers, this means that there is influence by and influence in, this means interaction between the supply chain management and customers, where customers submit requests.

So, the need for collaboration along with successive elements in supply chain management, starting from primary supplier to final consumers to better satisfy consumer at lower costs⁽²¹⁾, which give more confidence to the company.

The supply chain management must study their requests very carefully, which ultimately helps to satisfy their customer and gain their full loyalty, which increases the advantages of the company and ensures the survival and continuity in a complex environment, and it is concluded that the increase of the interest of customers will lead to increases the complexity of supply chain management, especially the cost And desires that must be expected, anticipate and achieve it.

The modern concept of supply is that the consumer is served by supply in a better way but within a reasonable range of cost and we can depend on supply chain associated transaction cost analysis ⁽²²⁾. This means that the level of service provided by the company must achieve a balance between cost and sales so that this balance achieves maximum profitability for the enterprise.

It does not make sense that the cost increases with the improvement in the level of service with the low sales and erosion of the profit achieved by the company. So, we must understand the manner it works.

We can find a real meaning when we talk about supply chain management and costumers or costumers of costumers. We can say also that there is a deep relationship between supply chain management and customers, and we will find it also in our empirical study. This relationship takes us to more understanding of the complexities of the influence and the effect on.

We will investigate the interaction between supply chain management and customers by doing an empirical study by using methods and materials we will talk about them in the next part.

2- Methods and Materials:

In this section we will talk about the population and sample of the study and tool that we will use and statistical methods as follows:

2-1- Population and sample of the study:

Our study takes as a field of research the economic enterprises endowed with supply chains and its management. It is the main condition in the choice of the companies questioned to be able to exploit these results to test our hypotheses with reliability and validity, and we will talk about an explanation to all of them.

The target population of the study consists of the economic companies' active in the state of M'sila. Then, the sample of the study was determined by the random stratified sample of the study population.

The questionnaire was distributed to all the members of the sample which are 56 companies, 43 of which were retrieved, after examining the questionnaire; we excluded 5 questionnaires due to non-fulfilment of the required conditions. So, the number of the questionnaire under study is 38.

2-2- Study tool:

We design a questionnaire based on the literature review and the results of previous studies that are regarding the success of the adoption of the supply chain on one hand and on the other hand that related to customer studies their importance. The statistical questionnaire has been determined to measure the research paragraphs.

So, for scientific research tools, it has been relying on the statistical questionnaire, it has been presented to a group of arbitrators for its apparent honesty to ensure their clarity and accuracy in scientific terms and to ensure that they can measure the dimensions of the research.

Table n°1 shows the axes and the number of paragraphs of the statistical questionnaire.

Table n°1: axes and number of paragraphs of the questionnaire

section	Statement	What is included in the axis	Number of paragraphs
1	The first axis	The adoption of supply chain management is essential in order to meet existing customers in the market.	7
2	The second axis	responsibility of supply chain management during product delivery to customers	10
3	The third axis	Supply chain management deals with the complexities which it faces with customers	10

Source: Prepared by researcher

The five likert scale was used to express the views of the study sample on the paragraphs in the questionnaire. As shown in Table n°2.

Table n°2: The five likert scale

Category	Not strongly agree	not agree	Neutral	Agree	Strongly Agree
Class	1	2	3	4	5

Source: Prepared by researcher

And we use programs and treatments To facilitate the analysis process. The data was collected and unloaded in SPSS 22 program according to the nature of the information.

2-3- Statistical Methods:

These methods were used to obtain general indicators about the characteristics of the study population and to describe the variables of the study, including the frequency distribution, percentages, the mean and the standard deviation.

- **T-test:** This test is used to verify the validity of the hypotheses of this research or not. In addition, the statistical mean was compared and used here to test the importance of each of the paragraphs in the questionnaire from the point of view of each category of sample.

- **Coefficient of correlation:** Use the correlation coefficient to find out the relevance of the paragraphs of the questionnaire among them and to know the extent to which the axes of the questionnaire are interrelated.

- **Alpha Kronbach coefficient:** this was then reinforced with the Alpha Kronbach in order to know the sincerity and consistency of the paragraphs and themes of the questionnaire among themselves in order to determine the validity of this study. The value of alpha Kronbach of this study is 70.4%. Therefore, it is a good percentage that confirms the validity of this tool for this study.

3-Discussion:

3-1-First Hypothesis: The adoption of supply chain management is essential in order to meet existing customers in the market.

Appendix 01 shows the mean values of the study sample for the questionnaire paragraphs were set in the first axis of the first hypothesis as follows:

the first paragraph with a mean of 3.48, the second paragraph with a mean of 3.12, the third paragraph with a mean of 3, 38, while the fourth paragraph was a mean of 3.48, the fifth paragraph with a mean of 3.66, the mean of the sixth paragraph was 3.58, and finally, the mean of the seventh paragraph, estimated at 3.28. We note that the means are limited between 3.12 and 4.66 and with a standard deviation between 1.08 and 1.39. The fifth paragraph was ranked first because of its importance to the respondents entitled "Supply chain management knows how to deal with customers".

Appendix 01 also shows that the means of the first axis of the questionnaire for the first hypothesis were higher and greater than the assumed average of (3) which count it like that $(1+2+3+4+5)/5=3$, as well as on the values of (t), which were all statistically significant at the (0,05), as shown in appendix 02.

Thus, the first hypothesis of "the adoption of supply chain management is essential in order to meet existing customers in the market" has been achieved and it is confirmed and valid, we indicate that the company must adopt primarily the Supply chain because it is necessary in order to meet the existing customers in the market.

3-2-Second Hypothesis: Supply chain management has a great responsibility during product delivery to customers.

In appendix 03, we show the mean of the study sample on the paragraphs of the questionnaire in the second axis which is related by the second hypothesis as follows:

The first with a mean of 3.23, the second with a mean of 3.17, the third with a mean of 3.51, the fourth with a mean of 3.53, the fifth with a mean of 3.58, The mean of the sixth paragraph is 3.15, the mean of the seventh paragraph is estimated at 3.12, while the eighth

paragraph was a mean of 3.53, the ninth paragraph mean 3.46, while the tenth paragraph was a mean of 4.00.

We note that the means are limited between 3.12 and 4.00 and with a standard deviation were between 0.98 and 1.30, and that the tenth paragraph was ranked first because of its importance to the respondents entitled, "The supply chain allows the product to be delivered in the right place for the customer".

Appendix 03 also shows that the means of the second axis of the questionnaire for the second hypothesis were higher and greater than the average of 3. The values of t, which were all statistically significant at the alpha level $(0.05) =$, as shown in appendix 02. Thus, the second hypothesis, " Supply chain management has a great responsibility during product delivery to customers" has been achieved, which is confirmed and correct, indicating that the enterprise must, in addition to adopting the trend of supply chain management, it must take full responsibility during product delivery to customers.

This shows the real influence of the supply chain in delivering. So, it's remarkable that this trend is more important to companies.

3-3-Third Hypothesis: Supply chain management deals with the complexities it faces with customers.

Appendix 04 shows the means of the study sample on the paragraphs of the questionnaire in the third axis on the third hypothesis as follows:

The first paragraph with a mean of 4.05, the second with a mean of 4.05, the third with a mean of 3.84 While the fourth paragraph was estimated to a mean 4.35, the fifth paragraph mean is 4.30, the mean of the sixth paragraph was 4.43, the mean of the seventh paragraph was 3.92, while the eighth paragraph was its mean of 4.06, the ninth paragraph mean is 3.87, while the tenth paragraph had a mean of 3.74.

We note that the means are limited between 3.74 and 4.43 and with a standard deviation between 0.74 and 1.09. Paragraph six was ranked first because of its importance to the respondents, which was called "Increasing customer supply chain management is becoming more complex".

Appendix 04 also shows that the means of the third axis of the questionnaire for the third hypothesis were higher and greater than the average of 3. The values of t, which were all statistically significant at the alpha level $(0.05) =$, as shown in appendix 02. Thus, the third hypothesis, "Supply chain management deals with the complexities it faces with customers" has been achieved, which is confirmed and correct, indicating and illustrating that the enterprise in the adoption of supply chain management, it must take into account that there is influence on customers and there is an influenced by customers. Thus, it leads to an understanding of the complexities that might face the company.

We showed through the test of our three hypotheses that the Algerian companies (M'sila companies as an illustration) have understood the importance of the development of Supply Chain Management. They see SCM as the main lever to better deliver their products and to better respond to the complexity of the diversity of customer segments and their needs all the time if the companies want to stay in the competitive markets that contain many products lose their shining in few months and maybe in few weeks and perhaps in few days.

So, it's necessary to do everything it has a relation to supply chain to be more dynamic and effective part everywhere, this is another essence must take into account by side the essence of the interaction between the supply chain and the most important element of the customer along the process.

This work which involves the results of a SCM performance research project in Algerian companies confirms the studies carried out in other countries, in this level of analysis and abstraction. This paper did not reveal specificities in the Algerian case, which can be revealed in our next studies on the other levels of analysis.

Conclusion: Results and suggestions

Supply chain management is the method that has been recommended by many researchers as a good way to achieve competitive advantages that make the enterprise viable and grow in a competitive market. It can be said that the competitive advantages vary, but what interests us in this regard is the customer and how to attract and satisfy him.

This study reached to recognizing the importance of supply chain management in achieving customer interest as the source of profit, it is emphasized that supply chain management needs to be adopted to meet customers' requirements which considered that it knows how to deal with them. Which it can expect the market share because it is always ready to meet the requirements of customers because it depends on the evaluation of the best customers and split them to satisfy each segment separately, which allows to attract the largest number of customers and increase the reputation of the company and maintain them.

Supply chain management has a significant responsibility when delivering the product to customers; it must take care of customer relationships. As it determines the readiness of the company to strengthen the relationship with them and know them well, on the one hand, and the conclusion of contracts with them on the other hand, We have ensured that the supply chain that delivers products at the right time and place increases customer confidence which positively reflects their relationships and emphasizes a sense of responsibility.

The supply chain addresses all the complexities it faces with customers, allowing confidence to be placed in this type of approach. This underscores the attention of supply chain management feedback from customers and their observations and analyzes that may change the direction of the company in general. This indicates that there is an influence in and influenced by and impact between supply chain management and customers.

Supply chain management decisions affect customers, on the one hand, and on the other hand, customer decisions affect supply chain management, which emphasizes the importance of strengthening the relationship with them and dealing with them, which enables supply chain management to anticipate the wishes and requirements of customers, especially about the quality required in the market, and the importance of finding the best solutions for the distribution of the product at the lowest cost to the customer which gives an important place in the market.

So we find as results that:

- The adoption of supply chain management is essential in order to meet existing customers in the market.
 - Supply chain management is an important approach in dealing with raw materials.
 - There is a process in supply chain management that must take it into account by companies to get the best results.
 - Supply chain management has a great responsibility during product delivery to customers.
 - Supply chain management deals with the complexities it faces with customers.
 - dealing with all processes that affect supply chain decisions to customers to get more profits.
- We give suggestions to companies to adopt the right supply chain which enhances its performance and fulfils many advantages.

We also suggest that organizations explore ways to cooperate with customers, improve relationships with them, and provide them with their needs.

We are looking for achieving the expectations of customers and focus on them because they are the active and dynamic element that allows the institution to achieve all its goals.

We suggest to the company to care about all information that comes from the upstream to the downstream.

We suggest finding a real manager who knows how to deal with all processes in the supply chain, which leads to more profits for the company.

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Appendices:

Appendix 01: Results of the first hypothesis

	1	2	3	4	5	6	7
Mean	3,487	3,128	3,384	3,487	3,666	3,589	3,282
Standard deviation	1,335	1,398	1,349	1,189	1,084	1,117	1,122

Source: Prepared by researcher based on the SPSS 22 outputs.

Appendix 02: T value to the three axes

First axis				Second axis				Third axis			
P	Ddl	T	Sig	P	Ddl	T	sig	P	ddl	T	sig
1	38	16,310	,000	1	38	18,984	,000	1	38	23,021	,000
2	38	13,965	,000	2	38	16,394	,000	2	38	24,691	,000
3	38	15,660	,000	3	38	19,174	,000	3	38	32,251	,000
4	38	18,312	,000	4	38	16,042	,000	4	38	35,010	,000
5	38	21,120	,000	5	38	20,968	,000	5	38	32,332	,000

6	38	20,065	,000	6	38	19,939	,000	6	38	36,752	,000
7	38	18,256	,000	7	38	18,081	,000	7	38	22,572	,000
				8	38	21,097	,000	8	38	27,615	,000
				9	38	17,544	,000	9	38	23,462	,000
				10	38	21,777	,000	10	38	20,095	,000

Source: Prepared by researchers based on the SPSS 22 outputs.

Appendix 03: Results of the second hypothesis

	1	2	3	4	5	6	7	8	9	10
Mean	3,230	3,179	3,512	3,359	3,589	3,153	3,128	3,538	3,461	4,000
Standard deviation	1,062	1,211	1,144	1,307	1,069	,987	1,080	1,047	1,232	1,147

Source: Prepared by the researcher based on the SPSS 22 outputs.

Appendix 04: Results of the third hypothesis

	1	2	3	4	5	6	7	8	9	10
Mean	4,051	4,051	3,846	4,359	4,307	4,435	3,923	4,051	3,871	3,743
Standard deviation	1,099	1,024	,744	,777	,832	,753	1,085	,916	1,030	1,163

Source: Prepared by the researcher based on the SPSS 22 outputs.

Axis of the study:

First axis: The adoption of supply chain management is essential in order to meet existing customers in the market

1. The organization must recognize the importance of supply chain management.
2. The company attaches great importance to customers as the source of their profits.
3. Supply chain management is essential to enterprise customers.
4. Supply chain management allows predicting market share that can be achieved.
5. Supply chain management Learn how to deal with customers.
6. Supply chain management faces most of the requirements of customers.
7. The main objective of supply chain management is to meet customers. **responsibility of supply chain management during product delivery to customers**

1. Identify customers falls to supply chain management.
2. Supply chain management assesses the best customers.
3. Segment customers into segments of supply chain management task.
4. Supply chain management focuses on attracting more customers.
5. Supply chain management is interested in satisfying all customers.
6. Supply chain management aims to maintain the reputation of the enterprise in front of customers.
7. There is a solid relationship between supply chain management and customers.
8. Conclusion of contracts with customers is essential in supply chain management.
9. Supply chain allows timely delivery of the product to a customer.
10. The supply chain allows the product to be delivered in the right place for the customer.

Supply chain management deals with the complexities which it faces with customers

1. Supply chain management is interested in feedback from customers.
2. Supply chain management affects customer decisions.
3. The supply chain is affected by customer decisions.
4. Affordable supply chain information provided by customers.
5. The relationship must be further consolidated after the customer owns the product from the task of supply chain management.
6. Increasing the attention of supply chain management to the customer further complicates.
7. Increasing the cost of supply chain management is simple when increasing customer interest.
8. Supply chain management predicts what the customer wants.
9. Supply chain management studies the quality required in the market.
10. Supply Chain Management works to find the best solutions to deliver the product at the lowest cost to the customer.