

THE ROLE OF STRATEGIC RENEWAL IN ACHIEVING CUSTOMER SERVICE: AN EXPLORATORY STUDY IN AL-KARWANCHI COMPANY FOR SOFT DRINKS, HEALTHY WATER, AND JUICES/ KIRKUK

Abdullah Muhammad Suleiman

Department of Materials Management Technologies, Hawija Technical Institute, Northern Technical University, Iraq.

abdullahms_hwj@ntu.edu.iq

Baidaa Rajab Hussin

Department of Operations Research and Intelligent Technologies, College of Computer Science and Mathematics, University of Mosul.

baidaa.r@uomosul.edu.iq

Haider soltan Dawod

Department of Banking and Finance Management Technologies, Hawija Technical Institute, Northern Technical University, Iraq.

Haidersoltan_hwj@ntu.edu.iq

Correspondent author:

Abdullah Muhammad Suleiman

abdullahms_hwj@ntu.edu.iq

Received: 2024 19, Jan

Accepted: 2024 25, Feb

Published: 2024 28, Mar

Copyright © 2024 by author(s) and Scientific Research Publishing Inc. This work is licensed under the Creative Commons Attribution International License (CC BY 4.0).

<http://creativecommons.org/licenses/by/4.0/>



Open Access

Abstract

The current research aims to identify the problems that hinder the production process in the company under study, and one of the most important problems that it faces is the plash and loss of available resources, whether in raw materials or in the time needed to complete the production process. Therefore, the light will be highlighted in this research on strategic renewal and benefiting. Among its advantages, perhaps the most important of which is eliminating plash in production processes and reducing production costs, achieving survival and continuity in light of the intense competition it faces, achieving development and thus achieving customer service for the company. Al-Karwanchi Soft Drinks Company in Kirkuk was chosen as a research community, using the descriptive analytical approach to study the research hypotheses were tested through a group of statistical methods and using the statistical analysis program SPSS. The questionnaire form was adopted as the main tool for collecting data and information about the research sample, which is represented by managers, administrators and workers in the

company. The research reached a set of conclusions, and in light of the conclusions that were reached, the researcher presents a set of Recommendations that are consistent with those conclusions.

Keywords

strategic renewal, customer service, decrease plash.

Introduction

Industrial companies face challenges due to rapid environmental changes and technological advancements. Additionally, there is a renewal and change in customer requirements and desires. Plash and inefficiency resulting from wastage in raw materials, effort, and working hours lead to increased costs without adding value to the product. Consequently, industrial companies bear additional burdens. To keep pace with these changes and maintain the company's market share, it is essential to adopt methods that help ensure its continuity and enhance its competitive position. Hence, the research problem originated from the importance of reducing plash in production to achieve customer service. Strategic renewal represents one of the methods that assist production management through a range of techniques aimed at eliminating all forms of plash, reducing costs, creating added value, focusing on customer needs and desires, and achieving high production levels. This, in itself, represents an advantage for the company.

Chapter One: Research Methodology

First: Research Problem

Companies strive to achieve a distinct and profitable competitive position for as long as possible. Implementing modern manufacturing systems enables the company to gain one or more competitive advantages. Through the initial visits conducted by the researcher and interviews with managers, unit and production line supervisors, workers, and observing the production processes, it was indicated that there is a need to adopt strategic renewal. This is so the company can make some improvements to the production processes to enhance quality, reduce costs, increase product delivery speed to customers, and more. In general, the research attempts to answer the following questions:

- 1- What is the concept of strategic renewal, and what are the techniques that the researched company can apply?
- 2- What is the nature of the relationship between strategic renewal and customer service for the researched company?
- 3- Does strategic renewal have an impact on achieving customer service for the researched company?

Second: Importance of the Research

The importance of the research is evident through the following:

- 1- The importance of the research lies in providing a theoretical framework about the concept of strategic renewal, its techniques, and its importance for the researched company. It also offers a theoretical framework about the concept of customer service, through which the company can achieve sustainability, growth, and outperform competitors.

2- The two variables are interconnected in mutually reinforcing relationships. Strategic renewal contributes to reducing plash in all its forms, thereby aiding in achieving customer service for the company.

3- The research contributes by drawing the attention of the researched company to the possibility of improving its products, work lines, production stages, and eliminating all plashes inherent in work stages through the application of strategic renewal.

4- Redirecting the researched company to the path of competition and increasing its value by eliminating all types of plash within the company.

Third: Research Objectives

The current research aims to achieve the following objectives:

1- Introducing the concept of strategic renewal and its techniques, as well as the concept of customer service.

2- Focusing on strategic renewal due to the essential competitive advantages it brings, enhancing the competitive position of the researched company.

3- Providing a number of suggestions to the researched company on how to adopt agility by creating a suitable environment for its application and fully benefiting from its advantages.

Fourth: Research Hypotheses

Two main hypotheses were formulated:

First Main Hypothesis: There is a significant correlation between strategic renewal techniques overall and customer service in the researched company. From it arises the following sub-hypothesis: There is a significant correlation between each focus of strategic renewal techniques and customer service in the researched company.

Second Main Hypothesis: There is a significant impact of strategic renewal techniques overall on customer service in the researched company. From it arises the following sub-hypothesis: There is a significant impact of each focus of strategic renewal techniques on customer service in the researched company.

Fifth: Research Methodology

The research adopted a descriptive-analytical approach to test the research hypotheses.

Sixth: Research Limitations:

1- *Geographical Limitations:* The research was limited to Al- Karwanchi Beverages and Water Company in Kirkuk due to their cooperation with the researchers.

2- *Time Limitations:* The duration was from August 13, 2023, to February 25, 2024.

Seventh: Data Collection Methods:

The researchers relied on the following methods to collect data and information:

1- Utilizing Arabic and foreign sources to cover the theoretical aspect and reinforce the field aspect of the research.

2- Using a questionnaire form to collect data from the research sample, as well as determining the correlation and impact relationships between research variables. The sources relied upon in preparing the questionnaire form were (Wael, 2021), (Owuor, 2016) concerning the independent variable strategic renewal, and (Hassanein, 2022), (Kaleka, 2017) concerning the dependent variable customer service. This was done to scientifically prepare and formulate the questionnaire paragraphs based on accepted contexts.

Eighth: Statistical Methods:

The ready-made software Ver SPSS was used to conduct the required statistical analysis.

Chapter Two: Theoretical Framework of the Research

Strategic Renewal:

There has been a divergence in perspectives among authors and researchers regarding the definition of strategic renewal. Generally, the literature that has addressed this concept observes several descriptions of it. Some describe it as a developmental and gradual process of continuous exploitation and exploration of the company's operations that enable it to face complexity and change. Others view it as interconnected activities linking the current and future performance of the company. It can also be seen as a new approach that enables business managers to proactively surpass their companies without engaging in the risks they face to achieve the goals of these companies. This helps them exploit the explored opportunities and meet the requirements of senior management to develop and support workers in the renewal process (Albert, 2013, p. 59).

Strategic renewal is a distinguished case of analyzing organizational processes to find effective ways to overcome contemporary challenges such as rapid technological advancements, competitive advantages, and regulations related to achieving economic efficiency and customer preferences (Manijanen, 2015, p. 16). Mehvan and Mahabat (2021, p. 542) see it as a continuous process characterized by vitality and flexibility. It revitalizes and updates the company's competitive advantage through rethinking or engineering processes, organization, and structure to adapt to emerging situations by balancing exploration and exploitation that can be gradually achieved.

Objectives of Strategic Renewal

Strategic renewal has become, as emphasized by the literature that has addressed this issue, one of the important topics for leading company managements seeking to establish new markets. It has also become one of the key factors for achieving interaction between individuals' behaviors to address the deterioration in companies and to achieve adaptation between exploration and exploitation to meet the company's objectives (Al-Taie, 2017, p. 72). Alpert et al. (2015, p. 5) mention that the importance of strategic renewal is highlighted through its contribution to changing the company's resource pattern to achieve better economic performance. Working on it can also transform its policies and strategic capabilities to align and harmonize with its dynamic business environment. In general, Bonnici et al. (2015, p. 2) and Martin et al. (2016, p. 4) agree on the importance of strategic renewal as follows:

It serves as a significant driver for innovation and continuous improvement for the company through the ability to select and optimally implement exploitation efforts and discover innovative and flexible solutions to lead the transformation and excellence process in the future.

It helps in developing the company's strategies to increase their alignment with strategic changes and renew them to fit the current situations and how to exploit opportunities and face challenges.

It contributes to improving the chaotic situations in the market and discovering success opportunities and how to exploit them through strategic alliances to gain additional skills and expertise that enhance the company's capabilities.

Characteristics of Strategic Renewal

Strategic renewal is distinguished as an approach that integrates with employees, and one of the strengths of strategic renewal is empowering workers and fostering a spirit of unity within the work environment, health, and safety of employees. This allows steps to generate organized options and solutions, and contributions from all members in the strategic renewal process. It also ensures that people focus on transparency and responsibility (Tajima, 2002:12).

Strategic Renewal Strategies

The concept of strategic renewal is derived from integrating two developmental strategies through improving productivity and protecting the environment. Productivity provides a framework for continuous improvement while environmental protection lays the foundation for sustainable development. Therefore, strategic renewal is a strategy to enhance productivity and environmental performance for comprehensive social and economic development (Ahmed, 2009:631).

1- Productivity Improvement Strategy: Strategic renewal is considered an organizational philosophy and a set of strategies that contribute to enhancing sustainable development by improving productivity while minimizing its environmental impact (Saxena et al, 2006:92).

2- Environmental Protection Strategy: Strategic renewal is one of the important concepts that focus on environmental conservation due to the challenges industries worldwide have faced, leading to a fundamental shift towards an environmental orientation (Gandhi et al, 2006:594).

Strategic Renewal Techniques

Strategic renewal techniques range from simple approaches akin to household management to more detailed techniques designed for the environment (APO, 2002:15). Below is a summary of some strategic renewal techniques:

Training and Awareness

Awareness Programs

Designing Adult Learning Programs

Industrial Field Visits

Plash Prevention

Resource Conservation

Secondly: - Customer Service

It is difficult to pinpoint the emergence of competition as it has existed since companies were established, with varying methods and degrees from one stage to another. However, what remains consistent is that an increase in the number of companies, the abundance of products in the same category, and the improvement of the economic situation of societies have intensified it in general. This has made customer service and its achievement a focus of interest for researchers and specialists. (Al-Qahtani, 2010: 33) defined it as companies needing something distinctive to set them apart from others, increasing their profitability and achieving a competitive advantage.

The Importance of Customer Service: Based on the aforementioned, the importance of customer service can be identified through the following points:

The importance of customer service in strategic management studies, as some consider strategic management to be customer service (Lynch, 2000: 153).

The organization that excels is the one that understands the true basis of competition. This basis is likely to change in the future, and the successful ones will be those organizations that understand the current rules of competition and how these rules will change in the future. Success in the future will depend on finding new methods for competitive advantage, as old methods have become known to everyone (Macmillan & Tampoe, 2000: 89).

Dimensions of Customer Service: Researchers vary in defining the dimensions of customer service. Some have identified it with four dimensions, while others with five, and some have pinpointed six dimensions or more. However, they mostly agreed on four dimensions, which are cost, quality, flexibility, and delivery.

1- Cost: The concept of cost extends beyond offering products at prices lower than cost rates; rather, these products should have a cost-quality relationship and must be attractive in the market to achieve an acceptable return on investment. Achieving lower variable costs, reducing marketing expenses,

minimizing administrative costs, or reducing the time and effort in business operations are all considerations (Al-Zu'bi, 2005: 162). Krajewsky & Ritzman (2005) highlight that prioritizing lower product costs contributes to increased demand, but failing to produce products at low costs can decrease profit margins.

2- Quality: Competitive quality is the perception individuals have of an organization, or the diverse visions of the organization versus the varied expectations of individuals. The attributes of goods should meet customer satisfaction, and products and services must be of high quality to meet customer needs (Atem & Yella, 2007: 14). Quality is one of the dimensions of customer service that organizations utilize to surpass their competitors, enabling them to sustain and continue competing. Due to environmental developments, a new concept of quality emerged, known as Total Quality Management, an all-encompassing administrative concept for continuous improvement in service quality (Al-Azzawi, 2005: 69).

3- Flexibility: Flexibility has become an effective weapon in competition, signifying the ability to produce a variety of goods and continuously introduce new products. This also includes the swift identification and development of existing goods and a general responsiveness to customer needs (Al-Ali, 2000: 39). Al-Najjar and Mohsen (2004) indicate that flexibility is paramount in manufacturing companies. It focuses on enhancing a company's ability to alter product types (goods or services) according to customer needs and in response to market demand fluctuations, known as adaptability or customer orientation. This entails catering to the unique needs of each customer and reflects product or service designs, offering products based on customer preferences (Al-Najjar & Mohsen, 2004: 58).

Chapter Three / Practical Aspect

First: Description of the Research Community and Sample:

Al-Karwanchi Beverage Company is one of the private industrial sector companies licensed by the General Directorate of Industrial Development with license number 81387. It leads in the field of juice production, mineral water, and carbonated drinks in Kirkuk. Regarding the distribution of the survey questionnaire, a random sample was selected representing the company's employees from managers, staff, and workers. A total of 65 questionnaires were distributed, and 60 were returned, meaning the response rate reached 97%.

Second: Testing Research Hypotheses

First: Results of Testing Hypotheses of the Correlation between Strategic Renewal and Customer Service:

1- Overall Correlation Analysis: To identify the results of testing the correlation relationship and discussing it between strategic renewal techniques (overall) and customer service in the researched company. The main hypothesis (the first one) stipulates that "there is a significant correlation relationship between strategic renewal techniques (overall) and customer service in the researched company."

Table (1): Correlation Coefficient Values between Strategic Renewal Techniques (Overall) and Customer Service

Independent Variable	Strategic Renewal Techniques (Overall)	Correlation Coefficient	Significance Level
Dependent Variable	Customer Service	0.75	0.000

Source: Compiled by researchers based on SPSS outputs, N=60, P ≤ 0.05

The results presented in Table (1) regarding the analysis of the correlation between the main research variables at the overall level indicated a statistically significant relationship between strategic renewal

techniques and customer service, with a correlation coefficient of 0.75 and a significance level of 0.000. Based on this result, it can be concluded that there are good significant levels of positive correlation between strategic renewal techniques and customer service. The more the researched company relies on strategic renewal techniques, the more it leads to enhancing customer service for the company. Based on the results of the correlation analysis at the overall level of the study variables, the primary hypothesis (the first one) stating that there is a significant relationship between strategic renewal techniques (overall) and customer service in the researched company is accepted.

2- Partial Correlation Analysis (Individually): To identify the results of the correlation test and discuss them between strategic renewal techniques (individually) and customer service in the National Company for Home Furniture Industry in Nineveh, which is stipulated by the sub-hypothesis derived from the primary hypothesis (the first) stating that "there is a significant relationship between each dimension of strategic renewal techniques and customer service in the researched company." The results presented in Table (2) indicated the following correlation relationships:

Table (2): Correlation coefficients between strategic renewal techniques (individually) and customer service.

No.	Correlation between Strategic Renewal (Individually) and Customer Service	Correlation Coefficient	Significance Level
1	Training and Awareness	0.60	0.000
2	Awareness Programs	0.61	0.000
3	Design of Adult Learning Programs	0.70	0.000
4	Industrial Field Tours	0.65	0.000
5	Plash Prevention	0.55	0.000
6	Resource Conservation	0.62	0.000

Source: Compiled by researchers based on SPSS outputs, N=60, $P \leq 0.05$

A- Test result of the correlation and discussion between the "Training and Awareness" technique (individually) and customer service at Al- Karwanchi Carbonated Beverage Company in Kirkuk: The statistical analysis results indicate a statistically significant correlation between the "Training and Awareness" technique and customer service with a correlation coefficient value of (0.60) at a significance level of (0.000). This suggests that adopting the "Training and Awareness" technique in the company will contribute to achieving customer service.

B- Test result of the correlation and discussion between the "Awareness Programs" technique (individually) and customer service at Al- Karwanchi Carbonated Beverage Company in Kirkuk: The statistical analysis results indicate a statistically significant correlation between the "Awareness Programs" technique and customer service with a correlation coefficient value of (0.61) at a significance level of (0.000). This suggests that adopting the "Awareness Programs" technique in the company will contribute to achieving customer service.

C- Test result of the correlation and discussion between the "Design of Adult Learning Programs" technique (individually) and customer service at Al- Karwanchi Carbonated Beverage Company in Kirkuk: The statistical analysis results indicate a statistically significant correlation between the "Design of Adult Learning Programs" technique and customer service with a correlation coefficient value of (0.70) at a significance level of (0.000). This suggests that adopting the "Design of Adult Learning Programs" technique in the company will contribute to achieving customer service.

D- Test result of the correlation and discussion between the "Industrial Field Tours" technique (individually) and customer service at Al- Karwanchi Carbonated Beverage Company in Kirkuk: The statistical analysis results indicate a statistically significant correlation between the "Industrial Field Tours" technique and customer service with a correlation coefficient value of (0.65) at a significance

level of (0.000). This suggests that adopting the "Industrial Field Tours" technique in the company will contribute to achieving customer service.

E- Test result of the correlation and discussion between the "Plash Prevention" technique (individually) and customer service at Al- Karwanchi Carbonated Beverage Company in Kirkuk: The statistical analysis results indicate a statistically significant correlation between the "Plash Prevention" technique and customer service with a correlation coefficient value of (0.55) at a significance level of (0.000). This suggests that adopting the "Plash Prevention" technique in the company will contribute to achieving customer service.

F- Test result of the correlation and discussion between the "Resource Conservation" technique (individually) and customer service at the National Home Furniture Industry Company in Ninawa: The statistical analysis results indicate a statistically significant correlation between the "Resource Conservation" technique and customer service with a correlation coefficient value of (0.62) at a significance level of (0.000). This suggests that adopting the "Resource Conservation" technique in the company will contribute to achieving customer service.

Based on the results of the correlation analysis at the individual level of the research variables, the hypothesis (subordinate) derived from the main hypothesis (first) is accepted, which states that there is a statistically significant correlation between each strategic renewal technique and customer service in the researched company.

Secondly: Results of testing the hypotheses of the relationships between strategic renewal and customer service:

1- Analysis at the level of main variables (overall): To identify the results of testing the impact of strategic renewal techniques (overall) on customer service in the researched company, which is stipulated by the main hypothesis (second) as "There is a statistically significant impact of strategic renewal techniques (overall) on customer service in the researched company." Table (3) illustrates this relationship as follows: -

Table (3): Results of testing the impact of strategic renewal techniques (overall) on customer service.

Dependent Variable	Independent Variable			F Test		Probability
	Overall Strategic Renewal Techniques			F Calculated	F Tabulated	
	β_0	β_1	R ²			
Customer Service	0.25	0.917 (10.128)	0.62	101.570	4.00	0.000

Source: Compiled by researchers based on SPSS outputs, N=60, P ≤ 0.05

To determine this effect and its statistical significance level, a simple regression analysis was applied to identify the relationships of influence between the main research variables. The results of the analysis presented in Table (3) indicate a statistically significant effect of overall strategic renewal techniques on the customer service variable. This is evidenced by the calculated value of (F) being (101.570), which is greater than the tabulated value of (4.00) with a degree of freedom of (1,58). This suggests the significance of the effect at a level of (0.05), supported by the significance level (Sig) with a value of (0.000) being less than the assumed significance level of the research, which is (0.05). The significance of the impact of strategic renewal techniques on customer service can be further interpreted using other regression equation paragraphs as follows:

According to the regression equation, the constant value (β_0) for the competitive advantage is (0.25) when the value of strategic renewal techniques is equal to zero. This result suggests that the customer service is achieved at good levels of strategic renewal adopted by the researched company. The slope (β_1) is (0.917), indicating that a change of (1) in the strategic renewal variable will lead to a change of

(0.917) in customer service. This change can be relied upon to interpret the relationship of the independent variable, strategic renewal, with the dependent variable, customer service. The value of (R²) is (0.62), indicating that 62% of the variation in customer service can be attributed to strategic renewal. This means that the interpretive value of the independent variable on the dependent variable is 62%. This result also suggests that the remaining impact percentage of (37%) is due to other influencing factors not included in the assumed model of the current research.

Based on the impact analysis results at the overall level of research variables, the main hypothesis (second) is accepted, which states: "There is a statistically significant effect of overall strategic renewal techniques on customer service in the researched company."

2- Analysis at the level of main variables (individually): To identify the results of testing the effect of strategic renewal techniques (individually) on customer service at the level of the researched company, as stated by the sub-hypothesis derived from the main hypothesis (second), which states: "There is a significant effect of each strategic renewal technique on customer service in the researched company." To determine the nature of this effect and its statistical significance level, the simple regression analysis method was applied. The statistical analysis results mentioned in Table (4) are as follows:

Table (4): Results of testing the effect of strategic renewal techniques (individually) on customer service.

Dependent Variable	Independent Variable							F Test		Probability	
	Strategic Renewal Techniques (Individually)							F Calculated	F Tabulated		
Customer Service	β_0	Training and Awareness (β_1)	Awareness Programs (β_2)	Design of Adult Learning Programs (β_3)	Industrial Field Visits (β_4)	Plash Prevention (β_5)	Resource Conservation (β_6)	R ²	25.417	2.38	0.000
								0.80			

Source: Compiled by researchers based on SPSS outputs, N=60, P ≤ 0.05

From Table (4), it is evident that there is a significant effect of the individual strategic renewal techniques as independent variables on customer service as a dependent variable. This effect is supported by the F-value, which is 25.417, exceeding its tabular value of 2.38 at a degree of freedom of 5.88. This is further supported by the significance level (Sig) which is 0.000, lower than the assumed significance level adopted in the current research, which is 0.05. The determination coefficient (R²) value was 0.80, meaning that 80% of the variance in customer service can be explained by strategic re-

newal techniques, while the remaining 20% is due to random variables that cannot be controlled or are not included in the regression model.

By examining the beta coefficients (β) and their corresponding t-tests, it is evident that the highest impact among the strategic renewal techniques belongs to training and awareness with a value of (β_1) 0.95. This is followed by resource conservation with a value of (β_6) 0.90. In third place is awareness programs with a value of (β_2) 0.48, then plash prevention with a value of (β_5) 0.40, followed by adult learning program design with a value of (β_3) 0.31. Lastly, industrial field visits have the least impact with a value of (β_4) 0.16.

The impact of each strategic renewal technique on customer service can be clarified as follows:

1- Impact of training and awareness on customer service in the researched company: From Table (4), it is evident that there is a significant effect of training and awareness as an independent variable on customer service as a dependent variable. This is supported by the calculated F-value of 25.417, which is statistically significant as it exceeds its tabular value of 2.38 at a degree of freedom of 5.88. This is also supported by the significance level (Sig) which is 0.000, lower than the assumed significance level adopted in the current research, which is 0.05. The calculated t-value (T) was 3.99, which is statistically significant as it exceeds its tabular value of 1.672.

2- Impact of Awareness Programs Technique on Customer Service in the Researched Company: From Table (4), it is evident that there is a significant effect of the Awareness Programs technique as an independent variable on customer service as a dependent variable. This effect is supported by the calculated F-value of 25.417, which is statistically significant as it exceeds its tabular value of 2.38 at a degree of freedom of 5.88. This is further supported by the significance level (Sig) which is 0.000, lower than the assumed significance level adopted in the current research, which is 0.05. The calculated t-value (T) was 1.69, which is statistically significant as it exceeds its tabular value of 1.672.

3- Impact of Adult Learning Program Design Technique on Customer Service in the Researched Company: From Table (4), it is evident that there is a significant effect of the Adult Learning Program Design technique as an independent variable on customer service as a dependent variable. This effect is supported by the calculated F-value of 25.417, which is statistically significant as it exceeds its tabular value of 2.38 at a degree of freedom of 5.88. This is further supported by the significance level (Sig) which is 0.000, lower than the assumed significance level adopted in the current research, which is 0.05. The calculated t-value (T) was 3.34, which is statistically significant as it exceeds its tabular value of 1.672.

4- Impact of Industrial Field Visits Technique on Customer Service in the Researched Company: From Table (4), it is evident that there is a significant effect of the Industrial Field Visits technique as an independent variable on customer service as a dependent variable. This effect is supported by the calculated F-value of 25.417, which is statistically significant as it exceeds its tabular value of 2.38 at a degree of freedom of 5.88. This is further supported by the significance level (Sig) which is 0.000, lower than the assumed significance level adopted in the current research, which is 0.05. The calculated t-value (T) was 1.81, which is statistically significant as it exceeds its tabular value of 1.672.

5- Impact of Plash Prevention Technique on Customer Service in the Researched Company: From Table (4), it is evident that there is a significant effect of the Plash Prevention technique as an independent variable on customer service as a dependent variable. This effect is supported by the calculated F-value of 25.417, which is statistically significant as it exceeds its tabular value of 2.38 at a degree of freedom of 5.88. This is further supported by the significance level (Sig) which is 0.000, lower than the assumed significance level adopted in the current research, which is 0.05. The calculated t-value (T) was 1.74, which is statistically significant as it exceeds its tabular value of 1.672.

6- Impact of Resource Conservation Technique on Customer Service in the Researched Company: From Table (4), it is evident that there is a significant effect of the Resource Conservation technique as an independent variable on customer service as a dependent variable. This effect is supported by the calculated F-value of 25.417, which is statistically significant as it exceeds its tabular value of 2.38 at a degree of freedom of 5.88. This is further supported by the significance level (Sig) which is 0.000, lower than the assumed significance level adopted in the current research, which is 0.05. The calculated t-value (T) was 2.57, which is statistically significant as it exceeds its tabular value of 1.672.

Chapter Four / Conclusions and Recommendations

First: Conclusions

- 1- The philosophy of strategic renewal relies on quickly responding to customer needs, reducing splash, improving product quality, and efficiently utilizing resources through the adoption of strategic renewal techniques.
- 2- Strategic renewal is characterized by focusing on the value of the final product, continuously improving production processes, providing high quality at the lowest possible cost, and continuous improvement, collaboration between teams, and rapid response to market changes.
- 3- Utilizing the ideas and suggestions provided by employees within the company in terms of making modifications or changes in design and manufacturing.
- 4- There is a significant positive correlation between strategic renewal techniques, both collectively and individually, and customer service. This indicates that increased attention by the researched company to strategic renewal techniques collectively and individually will contribute to achieving customer service for the company. This will help the company to stay and grow in the business world. Despite the ability of all techniques to achieve customer service, the greatest impact was for the training and awareness technique because its correlation coefficient value was the highest. This technique works to increase production line flexibility to meet the diverse market needs in small quantities and the ability to respond quickly to production.
- 5- There is a significant impact of strategic renewal techniques, both collectively and individually, on customer service. The resource conservation technique had the highest impact on customer service due to the company's regular maintenance activities, which have an impact on producing high-quality products that align with the objectives the company aims to achieve. Additionally, this leads to achieving financial and moral returns for individuals and the company.

REFERENCES

- Ahmed. Elsadig. Musa, 2009, green productivity: applications in Malaysia's manufacturing, *Environmental Engineering and Management Journal*, Vol.8, No.3, 631-632.
- Al-Ali, Abdul Sattar Mohammed, (2000): "Production and Operations Management, A Quantitative Approach", First Edition, Wael Publishing House, Jordan. (in Arabic).
- Albert, D. and Lechner, C. 2015, Resolving the Paradox of inter dependency and strategic renewal in activity system, *Academy of management review*, Vol. 2, No. 40, pp. 210-234.
- Albert. D. 2013, Strategic renewal of activity systems: An interdependency perspective, Doctor of dissertation, *Difo-Druk Bamberg, university*, st, Gallen, Switzerland
- Al-Najjar, Sabah Majid Mohsen, Abdul Kareem, (2004): "Production and Operations Management", First Edition, Al-Dhakira Library, Baghdad. (in Arabic).

- Al-Taie, Hameed, and Al-Olaq, Bashir, 2008, "Product Development and Pricing", Dar Al-Yazouri for Publishing and Distribution, Amman, Jordan. (in Arabic).
- Asian Productivity Organization (APO), (2002), Green Productivity, the 2nd World Conference on Green Productivity (GP) Manila, Philippines, December 9 – 11.
- Bonnici, Tanya Sumuat. John. MCGee, 2015 Strategic renewal wiles encyclopedia of management. Journal of business. Vol.5, No. 10, pp2-15.
- Gandhi,N.Mohan Das ,Selladurai V. , Santhi P. , , (2006), Green Productivity indexing A Practical step towards Integration environmental protection into corporate performance , International Journal of Productivity and Performance Management , Vol. 55 (7).
- Krajewski, J.Lee ,& Ritzman ,P.Larry, " Operations Management " ,7 th Ed ,Pearson, Prentice Hall, New Jersey, 2005.
- Lynch, Richard, "Corporate Strategy" 2nd Ed, Prentice-Hall, New Jersey, Inc., U.S.A. 2000.
- Macmillan, Hugh, &Tampo, Mahen, (2000), "Strategic Management Process Content and Implementation", Oxford University Publishing, United States.
- Martin, Ries, Carlos, and Parga, Dans Eva., 2016, service response to economic decline: innovation actions for Achieving strategic renewal, Journal of business research Vol.69, No.8,4-25, pp4-55.
- Mihaf, Sharif Youssef, and Mahabbat, Mohsen Taher Sandi, 2021, "Strategic Awareness and Its Role in Achieving Strategic Renewal Requirements: An Analytical Study of Academic Leaders' Opinions in a Sample of Private Universities in the Kurdistan Region-Iraq", Journal of Humanities at Zakho University, Volume (9), Issue (3), Zakho University, Iraq. (in Arabic).