



The Role of supply chain practices in Enhancing the start-ups performance during covid 19 in Egypt

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The Role of supply chain practices in Enhancing the start-ups performance during covid 19 in Egypt

Aya Alaa El-Din Afify and Dr. Khaled Abdallah El-Sakty

Abstract:

This research explores the relationship between supply chain practices and startup performance in Egypt during the 19th period, with a focus on (CRM) and the level of information sharing. Despite the challenges posed by the COVID-19 pandemic, Egypt's tech startup ecosystem experienced significant growth, particularly between 2019 and 2021. The objective of this study is to address the research gap by investigating the impact of supply chain practices on startup performance in the Egyptian context. The research questions guiding this study revolve around the relationships between CRM and startup performance, as well as the level of information sharing and startup performance. The objectives are to examine these relationships and identify their influence on startup performance. Scientifically, this research contributes by examining the effects of supply chain practices on startup performance in Egypt during and after the COVID-19 pandemic. While previous studies have explored the impact of supply chain practices on organizational performance, there is a lack of research focusing on Egyptian startups. The findings of this study will serve as a reference for future research, enhancing understanding in this area. Practically, this research provides valuable insights into the importance of supply chain management practices for startups. It highlights the need for startups, especially those with limited financial resources, to invest in improving their supply chain practices. In conclusion, this research contributes to understanding the impact of supply chain practices on startup performance in Egypt. By examining CRM and the level of information sharing,

Introduction:

Egypt has 562 active tech startups that are well established, their activity was going back to before the revolution of Jan 2011, yet it started to truly grow in around 2015, and reached the peak of launching new startups between 2019 and 2021 which is the pandemic period. Almost 43% of startups launched in this period. The above-mentioned statistics have grabbed the author's attention to investigate the reasons behind this growth. Although the pandemic had its toll on all business sectors all over the world. Startups found an opportunity to be exploited.

Problem Statement:

Research and empirical gaps are found as little research has been conducted on Startups in Egypt during the 19th period to test the relationship between supply chain practices and startup performance. Hence, this research aims to investigate the supply chain practices through its two sub-dimensions: CRM and Level of information sharing with startup performance in Egypt. Accordingly, the questions that lead this research are formulated as follows:

- 1.0 Is there any relationship between CRM and startup performance?**
- 2.0 Is there any relationship between the Level of information sharing and startup performance?**

Research significance:

The academic contribution of this research is derived from testing the relationship between the supply chain practices (CRM and Level of information sharing), and startup performance in Egypt during, and post covid 19. This research contributes to filling a gap in the literature. As far as the author's knowledge most of the previous studies done was mainly focusing on the impact of supply chain practices on the organization's performance, not the startup in Egypt. There is a lack of research in the Egyptian context when it comes to testing the relationship between the above-mentioned variables. The outcomes and findings of this research can be used as a reference to other researchers to come up with results that may lead to future expansion of this topic. Moreover, This research aims at providing a deeper insight into the importance of supply chain management practices for startups and Entrepreneurs; and whether they should invest more of their resources to enhance their supply chain management practices, especially for those who have limited financial resources.

Research Objectives:

This research aims to achieve the following objectives:

- RO1:** To investigate the relationship between CRM and startups' performance in Egypt during the 19-period.
- RO2:** To investigate the relationship between the level of information sharing and startups' performance in Egypt during the 19th period.
- RO3** To identify the relationship between CRM and startups' performance in Egypt during the 19-period.
- RO4:** To identify the relationship between the level of information sharing and startups' performance in Egypt during the 19th period.

Literature Review:

Supply Chain Management:

It has been pointed out that the term SCM is relatively novel in the literature. It was first coined in the 1980s describing the interconnection between logistics, external organizations, and other functional areas ([Ellram & Cooper, 2014](#)). Then SCM has developed significantly theoretically, conceptually, and in practice. However, During the past decades, A high level of confusion has prevailed amongst supply chain scholars, due to the several SCM definitions that have been proposed in the literature ([Stcock & Stefanie Boyer, 2009](#)).

Some have defined SCM as “the integration of business processes from end user through original supplies that provides products, services, and information that add value to customers” ([Joseph, 2011](#)). Others have defined it as “A set of organizations involved directly or indirectly in the flow of products, services, finances or information from suppliers to final consumers ([Mentzer, DeWitt, S. Keebler, & Min, 2011](#)). While there is no universally agreed-on / accepted definition for SCM ([Burgess, J. Singh, & Koroglu, 2006; Ellram and Cooper, 2014](#)). Most definitions allude to the importance of managing information, product, and financial flows over multiple organizations aiming at the fulfillment of customer demand effectively and efficiently.

In the early 1990s, the concept of SCM rapidly expanded in popularity, followed by the documentation of cases of successful SCM implementations ([Amedofu & Asamoah, and Benjamin, 2019](#)). SCM emphasizes that customers should be the focus of all activities in the supply chain ([Jüttner, Christopher, & Godsell, 2010](#)). On the other hand, as a management concept, the main aim of SCM is to manage all the stakeholders within and without the business to enhance customer satisfaction. The expected results were as follows to provide benefits for both the organizations involved within the chain and the whole supply chain. Thus, SCM adopted a systems approach of viewing a chain of organizations as a whole entity, rather than fragmented parts performing individual functions ([S. Fawcett, 2013](#))

Supply Chain Management in crisis time:

Economies and societies all over the world are experiencing unprecedeted exogenous shock due to the discovery of the severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2- 2) in late 2019 ([Zhu Emily, 2019](#)).

This is along with the subsequent pandemic of COVID – 19 ([Frutos, Laurent, Cobo, & Tianmu, 2021](#)). The occurrence of a pandemic caused by the novel virus is not surprising for the virologist, yet, the control measures taken to slow down the spread of COVID-19 exert such a huge pressure on a lot of parts of the nation's economy ([Kuckertz, Brändle, Gaudig, & Hinderer, 2020](#)). Most of the actors central to shaping the economy are admitting to the fact that this current pandemic is a metaphorical black swan event. It was described as a surprising, unpredictable event of great significance and severe consequences that dramatically changed the political and economic environment ([Winston, 2020](#)).

Sometimes such events could be perceived as opportunities for some, yet the unprecedented lockdown of large parts of society arising from the COVID-19 crisis had its toll on a lot of health systems worldwide, and the infection control measures have caused an economic `crisis by bringing a vast amount of economic activity to an abrupt halt ([Kuckertz, Brändle, Gaudig, & Hinderer, 2020](#)).

Several studies as ([Simon. & Eleftherios, 2020](#)) & and ([Shahnawaz, 2020](#)) claimed that both the pandemic and the resultant economic crisis have had a strong clear impact on the functioning of many enterprises and their market performance. The pandemic and its ramifications have threatened the future growth and development of innovative potentials of many businesses, and by limiting sales and thus threatening their financial liquidity, the crisis has pushed many businesses to the brink of bankruptcy. Start-ups are no exception; they also face many adversities and hardships. However, some start-up businesses are doing well in the new reality and even managed to introduce innovative solutions that enable them to adapt flexibly to the new situation ([Kuckertz, Brändle, Gaudig, & Hinderer, 2020](#)) & ([Bis, 2021](#)).

As a consequence of COVID-19, and to prevent any further COVID-19 infections, a lot of countries including GCC, EU, US, and China have closed their borders ([Kumar & Mawari, 2019](#)). Even The public transportation in each country including long-distance bus routes, metros, express railways, and aviation were uncompromisingly under the quarantine ([Lai, Bogoch, Ruktanonchai, & Watts, 2020](#)). Having said so, the WHO has suggested setting restrictions on trade and travel as an effective method of limiting the spread of the pandemic.

At that time China was considered to be the world's largest manufacturer with a total of 17% of the world's gross domestic product. Accordingly, the world economies were challenged to survive in the market on their own. On the other hand, as was the case in most emerging markets, the COVID-19 pandemic has its toll on the Egyptian economy. The fallout was instantly felt through a sudden stop in tourism which, at the onset of the crisis, accounted for around 12 percent of GDP, 10 percent of employment, and 4 percent of GDP in foreign currency earnings. Moreover, the precautionary measures to limit the spread of the virus, starting from partial lockdowns to restrictions on capacity in public spaces, resulted in a temporary decline in domestic activity ([IMF, 2021](#))

Supply Chain Practices:

As with the definition of SCM, there is no universally accepted conceptualization of what constitutes SCM practices ([Tatoglu, et al., 2016](#)). Many definitions of SCM practices have been proposed in the literature, with most scholars conceptualizing SCM practices as a multi-dimensional concept embracing a set of practices and/or management philosophies that help companies efficiently manage essential business functions within and across the organization's boundaries. It includes upstream integration that lies between companies and suppliers, or between companies and customers which is called upstream integration ([Sukati, et al., 2020](#)).

Others claimed that the practice of SCM refers to the whole set of actions undertaken by organizations to improve their internal supply chain effectiveness ([Ibrahim & Hamid, 2014](#)). The modern evaluation of the SCM practices entails partnership with the supplier, compression of cycle time, the process of outsourcing, continuousness of process flow, and sharing of technology and information defines supply chain practices as a set of activities undertaken by a certain company to foster effective management of its supply chain ([Li, et al., 2005](#)). Some scholars advocate that Supply base management is an indication of how companies utilize their technology, capabilities, suppliers, and processes to enhance supply chain performance and competitive advantage and on the other hand how the manufacturing, logistics, materials, distribution, and transportation functions are coordinated within organizations ([Ana Beatriz Lopes de Sousa Jabbour, Filho, Viana, & Jabbour, 2011](#)). John Mentzer stated in his book Supply Chain Management that SCM practices are defined also as approaches implemented in managing integration and coordination of demand, supply, and relationships to satisfy consumers profitably and effectively. ([Mentzer J., 2001](#)).

As a management concept, SCM aims to organize all the stakeholders within the business to enhance customer satisfaction. Doing this is envisaged to provide benefits for both the organizations involved within the chain and the whole supply chain. Thus, SCM takes a systems approach of viewing a chain of organizations as one entity, rather than fragmented parts performing individual functions (Amedofu, Benjamin, & Agyei, 2019). A lot of scientists as (Sukati, et al., 2020; Roespinoedji, et al., 2019; and Ibrahim, et al., 2014) advocate the sharing of information in the supply chain, partnerships with suppliers, and customer relationship management parts of supply chain management practices. The focus of this paper is on CRM and the level of information sharing.

1. Customer Relationship Management:

Since organizations depend initially on their customers, they should understand current and future customer needs, meet their requirements, and strive to surpass their expectations (Ibrahim & Hamid, 2014). Accordingly, managing relationships with customers is an essential key component of SCM practice in the literature (Amedofu & Asamoah, and Benjamin, 2019). The concept of Customer Relationship Management (CRM) is not newly introduced, yet the advancement in technologies empowered companies to become more customer-oriented, due to the rapid access to their data. CRM is becoming vital since globalization has driven the economies to be more competitive.

Nonetheless, technology-based CRM is not just software that guarantees higher sales and revenues, when applied. Instead, it is an inclusive platform, which supplies integration of each department of the business that has an impact on customers. In other words, it is a business philosophy focusing on the customers, backed up by people, technology, and business processes (Aiyer, et al., 2018)

On the supply side, SCM emphasizes optimizing the business operation flow by linking information, material, services, and financial flows through a supply network. On the demand side, CRM concentrates on maximizing the values of customer relationships, CRM links marketing, sales, and customer service to customers to maintain and sustain long-term business-customer relationships (Mason & Aleda V. Roth, 2009).

CRM systems are also commonly used in various business sectors, including marketing, sales, service, and e-commerce. They are adopted around the world to maintain successful, long-term business relationships between a company and its customers (wang, 2022). Accordingly, customer relationship management can be seen as the consistent organizational activity under the usage of integrated marketing, selling, and service strategy that is trying to define the real needs of the customer. This can be done by integrating various processes and technology and asking for internal product and service improvement. Thus, Customer Relationship Management is defined as an integrated function that consists of the sales strategy, marketing, and service aiming to increase revenue from customer satisfaction (Sulaiman, et al., 2020).

CRM is also defined as “The set of activities managing customer engagement, establishing long-term business relationships, and enhancing customer experience, which is maintained through client service and connections with consumers” (Duong & Nguyen, 2018). It aims at maintaining and increasing customer retention and connections to boost organizational efficiency. It also focuses on providing a detailed insight into the particular needs of customers. By maintaining a strong client relationship, a company can differentiate itself from its competitors, preserve consumer interest, and enhance the value offers to consumers (Das & Kamrul Hassan, 2022) it has directed towards a global concept of customer relationship management with an ultimate goal: customer loyalty and thus the improvement of the company’s results (Gil-Gomez, et al., Guerola-Navarro, et al., 2020).

2. Level of Information Sharing

Information has always been recognized as a key resource driving the growth of business (Otola, 2020) On the other hand, managing supply chain information is considered as another key component of SCM practice. It has been introduced in two ways in the literature: volume of information shared, and quality of information shared (Amedofu, et al., 2019; Li, et al., 2006).

When it comes to Supply chain information sharing, relates to the volume of information shared between the trading partners and the organizations. Organizations tend to share important supply chain information with supply chain partners aiming at enhancing the effectiveness of the supply chain and the value creation. Research has proved that Streamlining and making sure an organization’s information flow is visible throughout its entire chain is crucial to an effective & an integrated supply chain (Amedofu, et al., 2019; Zhou & Benton Jr., 2007)

Having said so, the quality of shared information in the supply chain is equally essential. The quality of supply chain information quality refers to the timeliness, accuracy, adequacy, and credibility of the supply chain exchanged information (Amedofu, et al., 2019). Thus, It is momentous for start-up organizations to create and share information without any errors or delays with the relevant supply chain partners. This is to avoid creating waste, errors, and other situations that hinder the growth of the organization and the effectiveness of the supply chain (R. Alamelu, 2022; Tannady, Andry, & Marta, 2020).

Organizational Performance:

Organizational performance is the heart of any organization. In management and business research, is identified as a central variable of interest, ranging from different areas as marketing, HRM, international business, operations, and information systems (Darwish & Potočnik, 2015; Richard, J. Richard, S. Yip, & Johnson, 2009). The main aim of all research among all the above-mentioned areas is mainly explain how OP can be developed, modeled, and sustained To help business improve their long-term survival and profitability (Darwish & Potočnik, 2015; Biotitic, Garengo, Dorfler, & Nudurupati, 2012). Op in generic terms has been defined as “OP has been defined as a set of both financial and non-financial indicators capable of assessing the degree to which organizational goals and objectives have been accomplished” (Kaplan & Norton, 1992)

Nowadays, the severe competitive nature of the market is forcing companies to accommodate the unpredicted and dynamic environment, otherwise, their business won't be enhanced (Abdallah & Al-Ghwaiseen, 2020). Meanwhile, and as a response to the growing nature of the market, measuring organizational performance is becoming essential to enhance the business. This is due to the clear understanding provided by organizational performance whether the most effective approaches can be utilized or their contribution to adopting the most suitable strategy and the great opportunities to be exploited (Gandhi & Shaikh, 2017).

In general, companies measure organizational performance by their strategic and financial performance, which is achievable concerning total asset returns, competitive position, annual sales, and growth (Sharma & Modgil, 2019, Green & Inman, 2005). On the other hand, measuring organizational performance in the supply chain management field is garbing the attention of

organizations to lay the foundation stone of sustainability and achievement ([Ramezankhani, Torabi, & Vahidi, 2018](#)). Measuring OP is a systematic method that guarantees that anything that occurs inside the organization influences the outcomes of the business ([Saunila, 2016](#)). Generally, Organization Performance is considered an essential factor for any company that can support various benefits by enhancing reputational effect and increasing the organization's expertise or ability, and customer loyalty ([Daengs, Kurniasih, Reni, Istanti, & Zuhroh](#)) Assessing the performance is the quantification phase of the efficacy and quality of the production system ([Mathur & Kumar](#)). It is responsible for the improvement of the effectiveness and of existing framework analysis or comparing it to alternative solutions for planning, constructing, implementing, and tracking schemes proposed ([Hervani, Helms, & Sarkis, 2005](#)).

1. Customer Satisfaction

([Zhang, A Vonderembse, & Su Lim , 2003](#)) defined customer satisfaction as “the art of making happy customers through responding to their needs”. Customer satisfaction entails managing the business with the ultimate intention of satisfying the customer rather than the needs of management. One of the main methods to do so is to deliver more than what is requested, more and above exceeding expectations consistently. In SMEs, customer satisfaction leads to a higher level of customer loyalty, an increase in cash flow, and lower operations costs ([Omoruyi & Mafini, 2016](#)). Accordingly, The willingness of customers to pay more for high services and products increases. ([Song, -Xin Dong, & Xu, 2014](#)). A study conducted stated the effective decision of the supply chain does have a profound impact on market share, profitability, and competitive position. Another study by As observed ([Omoruyi & Mafini, 2016](#)), supply chain management is the link line between consumption, production, product differentiation strategy, and cost leadership technique which brings greater customer satisfaction. Moreover, SMEs tend to perceive themselves as a must-improve supply chain service entities. This is to be able to compete in the market.

Relationship between SCMs and OP

Both professionals and academics agree that supply chain management is a main tool to create and sustain a competitive advantage by which it enhances Organizational performance ([Al-Shqairat, et al. 2020; Zulfiqar et al. 2020; AlMadi, 2017; Li et al., 2006; Mentzer et al., 2001](#)).

A lot of studies have shown a great interest in investigating the effect of supply chain management practices on both operational and business performance. (Al-Shqairat et al., 2020; Zulfiqar et al. 2020; Sharma & Modgil, 2019; Phan et al., 2019; Bozarth et al., 2009; Cai et al., 2009; Lawson et al., 2009). A study conducted (Sharma S., 2019) investigated the supply chain practices and total quality management on organizational performance and the linkage between them. The results of a study done by (AL-Shboul, 2018) customer-focused, supplier collaborations, and quality management are the best supply chain practices in Gulf firms of manufacturing. (Li, Nathan, Ragu-Nathan , & Rao, 2006) developed a study testing the relationship between supply chain practices, competitive advantage, and organizational performance. The results show that higher levels of supply chain management practices lead to the improvement of organizational performance.

Also, (Tan, Kannan, Handfield, & Ghosh, 2002) examined in their study the relationship between supply chain management practices including the level of information sharing, supply chain integration, supply chain characteristics; customer service management; geographical proximity; and JIT capability. The results show a positive correlation between market share and geographical proximity. Another study was done (Salhieh, 2011) to examine the relationship between supply chain management practices and organizational financial performance in manufacturing companies. The results show a significant correlation between SCMPs and technical efficiency as a measurement of organizational financial performance. (Karimi & Rafiee, 2014) In their empirical study that was conducted to test the framework identifying the relationship between Supply chain management practices, competitive advantage, and organizational performance. The results showed the positive impact of supply chain management practices on organizational performance.

(Brito, 2011) conducted a study to investigate the impact of supply chain management on operational performance focusing on a sample of 103 Brazilian companies. The results revealed a positive relationship between Supply chain practices and organizational performance. (Zhou, 2007) proposed in their study that effective supply chain practices and level of information sharing enhance the supply chain environment, and both SCPs and level of information sharing are considered the prerequisites of supply chain performance which in turn improves the organizational performance.

(Gandhi, Shaikh, & Sheorey, 2017) claimed the presence of a positive relationship between the SCMPs and OP. Moreover, Customer relationship management and supplier relationship management are reported as the most important SCMPs, as both had a maximum potential on the OP in the organized retailing context in India.

In addition, the research analysis conducted by (Das & and Kamrul Hassan, 2022) ensured that SCMP especially CRM In developing countries is significantly related to OP. However, the relationship between CRM and OP has been reported comparatively less importance when it is used alone. It has been suggested that CRM, together with other SCMPs achieve OP.

Moreover, an empirical study done by (Ibrahim & and Hamid, 2014) indicates that supplier management as a factor of supply chain practices has a significant positive effect on supply chain performance effectiveness and hence, a positive impact on the organizational performance of Sudanese manufacturing companies. (Shiwakoti, Ho, & Kumar, 2020) Claimed that the internal synergy entails the information integration moderates the performance of the organization.

On the other hand, The focus of the research done by (Amedofu & Asamoah, and Benjamin, 2019) was on the startup performance and the results confirmed the positive influence of SCMPs' customer development and start-up performance. Also, Customer development was found to have a positive impact on start-up performance.

Research Hypothesis:

Based on what was mentioned in the literature review, this research aims to test the following:

1. **Main H1:** There is a statistically significant relationship between supply chain practices and Startup performance.
2. **Sub 1.1:** There is a statistically significant relationship between CRM and Customer satisfaction.
3. **Sub 1.2:** There is a statistically significant relationship between the level of information sharing and Customer satisfaction.

Case Study: BreadFast

Company profile

Breadfast is Egypt's leading online grocery brand. They operate a fully vertically integrated supply chain, delivering 3,500 stock-keeping units on demand in under 60 minutes. It was founded by Moustafa Amin, Muhammed Habib, and Abdallah Nofal in 2017. Its headquarters is in Cairo, Egypt. BreadFast is a series company with a total funding of 33 million \$. The company has more than 900 employees ([Tracxn, 2023](#)). The startup serves in the B2C space in the food and Agriculture Tech market segments. It is like a mini supermarket in the pocket of their customers. Breadfast supplies their customers with daily shopping essentials starting from dairy, eggs, fresh bread, fruits and vegetables, poultry and meats, and pantry staples to laundry detergents, baby products, stationary items, personal care kits, and grooming. Breadfast is continuously adding more and more products and household supplies to its application ([Breadfast, 2023](#)). Breadfast covers most of the neighborhoods in Cairo including Maadi, Mohandseen, 6th of October, Sheikh Zayed, El Rehab City, Dokki, New Cairo, Madinty City, El Shrouk, Mokattam, Naser City, Heliopolis, Obour. Breadfast is expanding to cover more neighborhoods all over the city as Monsoura, Giza, and Alexandria ([Breadfast, 2023](#)).

Competitors

BreadFast ranks 1st among its 2 main competitors Rabbit and Awzan. Attached below is a comparison between breadfast and its competitors

Table 1: Breadfast and its competitors

Technology

Startup Point of Comparison	 Breadfast	 Rabbit	 Awzan
Company Stage	Series A	Seed	Unfunded
Unicorn Rating	Minicorn	-	-
Total Funding	\$33M	\$11M	-
Funding Round	5	1	-
Latest Round	Series A, \$26M, Nov 03, 2021	Seed, \$11M, Nov 10, 2021	-
Investor Count	19	7	-
Top Investors	<u>500 Global</u> , <u>VNV Global</u> & <u>17 others</u>	<u>Global Founders Capital</u> , <u>Goodwater Capital</u> & <u>5 others</u>	-
Growth Score	89/100	90/100	-
Competitive Rank	1st	2nd	3rd
Description	Online platform offering multi-category grocery products	Online platform offering multi-category grocery supplies	Platform offering multi-category grocery supplies
Founded Year	2017	2006	2021
Location	Cairo (Egypt)	Maadi (Egypt)	Giza (Egypt)

BreadFast relies on 11 technology services and products including Google Analytics, jQuery, and HTML5, the startup is actively Breakfast is using 64 technologies for its website. These include Viewport Meta, iPhone / Mobile Compatible, and Apple Mobile Web Clips Icon. During the last month, September 2023 the app was downloaded around 31,275 times with monthly growth of 2.07%. According to Appotopia a leading insightful mobile data test and research, the most popular apps downloaded are Breadfast and Breadfast Logistics. Attached below table clarifying the mobile app matrix. Also, Breadfast reaches about 66,220 monthly visits with 67.56 % monthly visits growth. Its website is ranked 490,446 among websites globally based on its 66,220 monthly web visitors ([Crunchbase, 2023](#)).

Table 2 Breadfast's Technology

App Name	App Store	Monthly Downloads
 <u>Breadfast</u>	<ul style="list-style-type: none">• Google Play• iTunes Connect	<ul style="list-style-type: none">• 30,771
 <u>Breadfast</u> <u>Logistics</u>	<ul style="list-style-type: none">• Google Play	<ul style="list-style-type: none">• 504

BreadFast's Supply chain

Breadfast's Supply Chain is made up of cross-functional teams that work together to run the entire wheel of central operations, from supply and demand planning, warehousing, procurement, and production, all the way to mid and last-mile operations. The production team handles the entire production of Breadfast's bakeries, from scouting premium raw material, all the way to baking appetizingly fresh bread and crisp gold artisan pastries.

The operational squad behind every order delivered to customers is FP Ops. This team records stock quantities from BreadFast suppliers, and factories, and, follows up on customers' orders until delivery. The team also keeps tabs on the preparation and packaging of every single order. Last Mile squad follows up on customers' orders, provides support to delivery associates, and investigates order issues. Customer-centric, quick on their feet, and highly spirited, FP Ops and Last Mile team are the backbone of Breadfast ([Breadfast, 2023](#))

Supply and demand planning is the unit responsible for forecasting BreadFast's sales and ensuring that the company strikes the perfect balance between the availability of goods and the financial turnover. The team is responsible for analyzing data to get accurate product forecasting, estimate products' demand, and always make sure product availability corresponds to customers' demand. Analytical, tactful, and foresighted, the team identifies problems and solves their problem, and based on this they adapt strategies that drive the most growth and impact ([Breadfast, 2023](#)).

On the other hand, the procurement team provides everything from supplying raw materials to equipping the BreadFast team with office supplies, tech gadgets, and marketing materials. They spend their day negotiating with suppliers, sourcing material for our products' packaging, scouting for suppliers, and drafting deals and payment terms. Patient, flexible, and agile, they are Breakfast's negotiators. BreadFast is counting on this team to provide the best material possible for everything we produce ([Breadfast, 2023](#))

Growth opportunities:

Breadfast's strong logistics know-how and recognizable brand are the strong foundation to fuel further expansion. The company has two main possible growth paths in the upcoming years beyond simply expanding to new cities in Egypt:

- Geographic Expansion
- Expansion into the B2B wholesale segment for groceries and other supplies

Although Egypt has the largest population in the MENA region, it is not the most affluent market within the area. The Gulf Cooperation Council, specifically Saudi Arabia, surpasses Egypt in terms of wealth and offers promising prospects for growth. The food and beverage market in Saudi Arabia is valued at more than \$50 billion, comparable to Egypt's market, despite Saudi Arabia having a population of only 30 million. Additionally, a significant portion of Saudi Arabia's population, 84%, resides in urban areas.

In addition to the countries of the GCC Pakistan is a major market for Breadfast to potentially expand in. Pakistan's population of 220 million people is 2.2x as large as Egypt's and the rapid growth of the country's tech ecosystem over the past year has attracted hundreds of millions of venture capital financing. Many startups across the MENA region have ambitions to expand into Pakistan to take advantage of the huge potential of the market and many already have such as Jordan's Abwaab. Despite its huge population Pakistan's food and beverage market is also estimated to also be worth about \$50 billion. However, Pakistan's rate of urbanization is even lower than Egypt's at 37%, reducing the potential addressable market for the company.

Aside from geographic expansion, Breadfast has a significant potential opportunity to expand its business beyond direct-to-consumer delivery and into the business-to-business (B2B) segment. In particular, the HoReCa segment (hotels, restaurants, and cafes) is a natural next set of customers for Breadfast's range of products. According to Egypt's most recent census in 2017/2018, there are 179,000 food service establishments across Egypt and nearly 2,500 establishments providing accommodations. However, the vast majority of these establishments are very small. For example, 75% of food service establishments in Egypt have only 1 employee and 20% have under five employees. Less than 4% of these establishments have more than 10 employees. Breadfast's warehouses, fulfillment centers, and network of drivers can with relatively limited effort be repurposed to also serve the B2B segment. By focusing on the largest businesses in the food service and accommodation segment Breadfast has the opportunity to significantly increase its sales and revenue in its core business.

Overall, Breadfast is Egypt's leading quick commerce business and rapidly expanding across the country. It can now take the foundation it has built and use it to expand regionally, expand into the B2B segment, or open up a whole new line of business with financial services.

BreadFast strengths:

After interviewing employees of breakfast, and secondary data the following results were shown:

Before COVID-19, the company was adopting a business model that delivers the products to the customers on the second day. However, the customers were not 100 % satisfied and their needs changed, looking for faster delivery services, especially during Covid-19. As a result, breakfast had to adapt to the customer's needs and changed its model to follow a new model which is called "Q-Commerce" ([Khorshid, 2023](#)).

Adopting a new business model means adopting strategies, and reallocation to the resources. As per MR. Ahmed, the first step was to look for convenient places for the customers to set up the dark stores ([Khorshid, 2023](#)).

As per an interview conducted with MR. Ayman Khalil the CTO of Breadfast, when he was asked what makes Breadfast unique, he said the following:

1. Customer obsession: Each and everyone in Breadfast is working so hard to ensure providing a non-comparable customer experience, and that's why customers prefer Breadfast.
2. The Native Supply chain capabilities, control every aspect of operations, allowing them to provide customers with their expected products and services ([Khalil, 2023](#)).

BreadFast Challenges

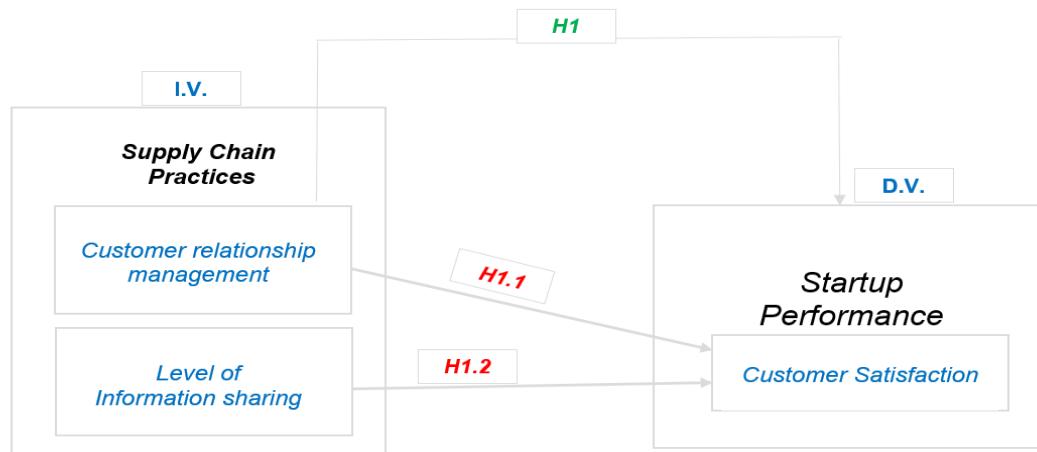
1. Information: to choose the right place, a lot of data analysis was needed including the number of customers in each area, the buying habits of customers, and the types and quantities of needed products.
2. Operations challenges: having all the products in all quantities in all the stores was not an option for breakfast accordingly, they faced huge pressure to make sure that the decisions were accurate, effective, and efficient.
3. Dark store Management: it was challenging for Breakfast to find the needed place with the needed size and covenant to the customers, so it took them time, and effort, to reach the set KPIs.
4. Financial issues: Sometimes the firm faced financial issues, yet this was not the main issue.

After collecting secondary and conducting interviews with employees on breakfast. The author decided to investigate the above-mentioned variables (CRM, Level of information sharing, and their impact on organizational performance) on breakfast due to the following reasons:

- Growing 25% month-on-month
- Serving 200,000 households across Egypt
- Offering over 2,500 different products (SKUs)
- Targeting 6 million deliveries over the next 12 months
- Raised over \$30 million till 2021, and still counting.

Research Methodology:

Research Model:



Research Scope:

This research investigates the relationship between customer relationship management, the level of information sharing, customer satisfaction during the pandemic period (COVID-19), and customer satisfaction in Egypt. The study covers the customers of 3 out of 16 E-commerce and retail food, drinks, and grocery-focused startups which are (Talabat, Breadfast, and Rabbit). Especially in Cairo & Giza governments aged from 15 to 70 years old.

Research methodology:

Table 3: Study Research Onion

Research Methodology	
Outer Layer	
<i>Research Philosophy</i>	<i>Positivism</i>
<i>Research approach</i>	<i>Deductive</i>
Research design	
<i>Methodological choices</i>	<i>Mono Method Quantitative</i>
<i>Time horizons</i>	<i>Cross-sectional data:</i>
Inner core	
<i>Data Collection</i>	<i>Questionnaire</i>

Research Design:

This research adopts the conclusive causal (correlational) research design, as

the study works on identifying the relationship between variables without manipulation or intervention from the researcher ([Bhandari., 2023](#)). It works on identifying the relationship between supply chain practices and startup performance. Moreover, the findings entail the impact of customer relationship management, level of information sharing, and customer satisfaction.

Data collection:

To answer the research question and achieve its objectives. The researcher relied on both primary and secondary data.

1. Primary data:

The primary data was collected from the users of Breadfast, Rabbit, and Talabat during the pandemic period. It was collected through an online questionnaire uploaded to Google Forms, then it was distributed among social media such as Facebook, Instagram, and LinkedIn. More than 400 respondents were targeted. This questionnaire is developed as per several scales that already have been used in previous research and studies. The above-mentioned questionnaire is a self-completed one which means it is handed directly to the respondents and then handed back to the researcher after answering the questions ([Rahi, 2017](#)).

This type of questionnaire has advantages; it is cost-efficient to utilize. It gives flexibility and eases the process of distribution compared to other methods. Furthermore, it is time efficient compared to other forms of collecting data as face-to-face interviews. It also minimizes or eliminates different forms of biasing error that may occur in other forms of data collection as interviews which may direct the respondent to specific answers. The form is completed by the respondents separately and independently with no means of supervision from the researcher unless needed ([Rahi, 2017](#)).

On the other side, interviews were conducted with Breadfast employees to gain more insights about the startup during the pandemic time and formulate chapter four "Case Study" in a proper and precise way.

2. Secondary data:

The literature review is essential to be reviewed to be able to decide on the framework, identify the relationship between variables, and design the research strategy. thus, relevant research was conducted from reliable sources such as online academic journals, articles, publications, books, and organizational websites that concern the same research interest. This data was

the base for formulating the theoretical background related to customer relationship management, level of information sharing, and customer satisfaction ([Martins, Antonio, & Araujo, 2018](#)).

Sampling Framework:

Since the questionnaire will be conducted online, The researcher will adopt the two non-probability sampling techniques. The first one is the convenience sampling technique as it is cost and time-efficient, and the other one is the snowballing sampling technique as it will help in spreading the questionnaire among the respondents who share the same characteristics. Convenience sampling was adopted by distributing the questionnaire among respondents on the two most popular social media platforms in Egypt, Instagram, and Facebook ([Kemp, 2021](#)). Also, the researcher posted and sent private instant messages to possible respondents. The snowball method was adopted by asking the respondents to share the questionnaire with their networks and others who may be interested in answering surveys.

Sample description:

A sample of around 410 questionnaires were distributed among social media users in Egypt. Around 300 responses were collected over 2 months. There is no omitted data as the researcher made restricted settings that the questionnaire could not be submitted unless all the questions were answered. Accordingly, 100% of the 300 responses were valid.

Sampling Method:

The researcher will calculate the sample size (n) according to the formula:

$$n = [z^2 * p * (1 - p) / e^2] / [1 + (z^2 * p * (1 - p) / (e^2 * N))]$$

Where:

$z = 1.96$ for a confidence level (α) of 95%,

p = proportion (expressed as a decimal)

N = population size, e = margin of error.

So,

$z = 1.96$, $p = 0.5$, $N = 475000$, $e = 0.05$

$$n = [1.962 * 0.5 * (1 - 0.5) / 0.052] / [1 + (1.962 * 0.5 * (1 - 0.5) / (0.052 * 475000))]$$

$$n = 384.16 / 1.0008 = 383.85$$

$n \approx 384$

the total sample size is 384, the researcher decided to distribute the questionnaire among the customers of the three startups.

Instrument Design:

This questionnaire was designed to measure the research variables based on previous literature. It was formulated and conducted in English; hence it targeted a specific segment of Egyptians with a basic to fluent level of English. It was divided into 4 sections.

Section 1: asked about the supply chain practices as the independent variable. This variable is measured using 2 sub-variables which are customer relationship management (CRM) and the level of information sharing. The CRM is measured by 6 items and the level of information sharing was measured by 2 items, this results in 8 items developed by [Li et al.\(2005\)](#), [Li et al. \(2006\)](#), and [Sundaram et al. \(2011\)](#)

Section 2: asked about the organizational performance as the dependent variable. This variable is measured by 1 sub-variable which is customer satisfaction. It was measured by 4 items developed by [Sheikh et al.\(2020\)](#).

Section: includes a set of demographic questions, such as gender, age, marital status, monthly income, and the frequency of buying from the chosen startup per week during the pandemic period. The last question was used as a retrieval signal to trigger the experience with the chosen brand and also it helps in the analysis to know more about the purchasing habits of the customers.

To make sure that the content is reliable and valid, all items' measurements were adopted from previous literature. The researcher just made minor modifications to fit with the research topic. All variables are measured by a 5-point Likert scale ranging from 1: Strongly Agree to 5: Strongly Disagree.

Table 4: Instrument Design Questionnaire

Variable	No. of Items	Items	Source
Customer Relationship Management (independent variables)	6	1. The startup / Firm always keeps me in touch with their new updates using technology. 2. The Startup / Firm uses a technology system to track my opinion and feedback. 3. I believe the startup / Firm provides an exceptional technological level of service as compared to the money I pay. 4. The startup / Firm frequently interacts with me to set responsiveness, reliability, and other standards for me. 5. The Startup / Firm usually determines my future expectations. 6. The startup / Firm facilitates my ability to seek assistance from them.	<i>Li et al.</i> <i>(2005),</i> <i>Li et al.</i> <i>(2006)</i> <i>and</i> <i>Sundram et al.</i> <i>(2011)</i>
Level of information Sharing (independent variables)	2	1. The startup / Firm shares exclusive information with us, like offers, health precautions, etc. 2. All the information provided by the startup / Firm is always accurate.	
Customer Satisfaction (Dependent variables)	4	1. I am satisfied with the quality of the service that I received from the startup 2. I am satisfied with the staff of the startup / Firm as they always put the guests first 3. I am willing to repurchase from the Startup / Firm several times. 4. I would recommend the startup / Firm to my friends and family.	<i>Sheikh et al.</i> <i>(2020)</i>
Demographic Questions	7	1. Gender 2. Age 3. Latest Educational Background 4. Marital status 5. Monthly Income 6. Name of Startup - Breadfast, Talabat, Rabbit	

	7. every week, How often do you buy/order/purchase products or services of the previously mentioned startup/ firm?	
--	--	--

Reliability & Validity for Research Variables:

To ensure the validity and reliability of the multiple-question Likert scale “Questionnaire” used to test and measure the sample responses. The author conducted the internal consistency coefficient measurement. Also, The author relied on the Cronbach Alpha coefficient tool to calculate the correlation between all items in the questionnaire, or the scale. Moreover, The author conducted an internal consistency coefficient using the Person Correlation coefficient to measure the correlation between the variables.

1. Cronbach Alpha

Table 5. Reliability and Validity of Dimensions (The Role of Supply Chain Practices in Enhancing the Start-ups' Performance during covid 19 in Egypt)

ser	Dimensions	Reliability	Validity
<i>Supply chain practices</i>			
x1	<i>1-Customer Relationship Management</i>	.832	.912
x2	<i>2-Level of Information Sharing</i>	.794	.891
	<i>Total Dimensions: Supply chain practices X</i>	.815	.902
	<i>Total Dimensions: Startup performance Y</i>	.849	.921
	<i>Total Dimensions: The Role of Supply Chain Practices in Enhancing the Start-up's Performance During covid 19 in Egypt</i>	.836	.914

during covid 19 in Egypt

The above-attached table shows the results of the stability test (Cronbach Alpha coefficient values) for all questionnaire items. The results show the following:

1. The Cronbach Alpha coefficient values of all dimensions are greater than (70%), which means a high degree of internal stability for all questionnaire items, and accordingly, it can be said that the measures on which the study is based to measure questionnaire items have internal stability of their, enabling the author to rely on these answers to achieve the objectives of the study and analyze its results.

2. internal consistency

The internal consistency is calculated using the correlation coefficient (Pearson) to measure the relationship between each Item and the overall degree of consistency with the total of its dimension which is illustrated in the following: Where the first column reflects the "Items number, and the second column is the correlation coefficients for each dimension.

Table 6: coefficient correlation of independent variable (Customer Relationship Management) dimensions

N	Items	Pearson Correlation	Sig.
1	1. The startup / Firm always keeps me in touch with their new updates using technology.	.715**	Less than 0.01
2	2. The Startup / Firm uses a technology system to track my opinion and feedback.	.657**	Less than 0.01
3	3. I believe the startup / Firm provides an exceptional technological level of service as compared to the money I pay.	.574*	Less than 0.05
4	4. The startup / Firm frequently interacts with me to set responsiveness, reliability, and other standards for me.	.763*	Less than 0.01
5	5. The Startup / Firm usually determines my future expectations.	.698**	Less than 0.01
6	6. The startup / Firm facilitates my ability to seek assistance from them.	.820**	Less than 0.01

**Correlation is significant at the 0.01 level.

*Correlation is significant at the 0.05 level.

The attached table shows the results of the internal consistency of the independent variable (Customer Relationship Management). The results show that the statements of (Customer Relationship Management) are strong and moderate, with correlation coefficients ranging from (0.820: 0.574), at a significance level of 0.05.

Independent variable (Level of information sharing) Internal Consistency:

Table 7: coefficient correlation of independent variable (Level of information sharing) dimension.

N	Items	Pearson Correlation	Sig.
1	1. The startup / Firm always keeps me in touch with their new updates using technology.	.754**	Less than 0.01
2	2. The startup / Firm facilitates my ability to seek assistance from them.	.886**	Less than 0.01

**Correlation is significant at the 0.01 level.

The above-attached table shows the results of the internal consistency of the independent variable (Level of information sharing). The results show that the statements of (Level of information sharing) are strong and moderate, with correlation coefficients ranging from (0.754 to 0.886), at a significance level of 0.05.

The Person Correlation coefficient has been calculated to measure the internal consistency of the (Startup performance), and the results are as follows:

Table 8: coefficient correlation of independent variable (Customer Satisfaction) dimensions

N	Items	Pearson Correlation	Sig.
1	1. I am satisfied with the quality of the service that I received from the startup	.841**	Less than 0.01
2	2. I am satisfied with the staff of the startup / Firm as they always put the guests first	.660**	Less than 0.01
3	3. I am willing to repurchase from the Startup / Firm serval times.	.523*	Less than 0.05
4	4. I would recommend the startup / Firm to my friends and family.	.764**	Less than 0.01

**Correlation is significant at the 0.01 level.

*Correlation is significant at the 0.05 level

The attached table shows the results of the internal consistency of the dependent variable (Customer Satisfaction). The results show the statements for Customer Satisfaction. are strong and moderate, with correlation coefficients ranging from (0.523 to 0.841), at a significance level of 0.05.

5.2 Descriptive statistics for the demographic:

The following section shows the frequency tests that were conducted on the demographic questions. These tests were conducted to know the exact number, gender, and age range, of the samples that were tested during this study.

Frequency Tables

1.Gender		
	Frequency	Percent
Valid Male	170	44.2
Female	215	55.8
Total	385	100.0

		Frequency	Percent
Valid	less 21 years old	33	8.6
	21-30 years old	66	17.1
	31-40 years old	114	29.6
	41-50 years old	99	25.7
	51-60 years old	47	12.2
	61-70 years old	19	4.9
	71+	7	1.8
	Total	385	100.0

3.Latest Educational Background

		Frequency	Percent
Valid	High school diploma/American diploma/International Business	46	11.9
	Bachelor's degree	243	63.1
	Master's degree or higher education	38	9.9
	Other	58	15.1
	Total	385	100.0

4.Marital status

		Frequency	Percent
Valid	Single	82	21.3
	Married	143	37.1
	Divorced	51	13.2
	Widowed	109	28.3
	Total	385	100.0

5.Monthly Income

		Frequency	Percent
Valid	Less than EGP 10,000	135	35.1
	Less than EGP 25,000	195	50.6
	Between EGP 25,000 - 50,000	50	13.0
	Between EGP 50,000 - 75,000	5	1.3
	Total	385	100.0

6.Name of Startup - Breadfast, Talabat , Rabbit

		Frequency	Percent
Valid	Breadfast	171	44.4
	Talabat	79	20.5
	Rabbit	3	.8
	Breadfast, Talabat	92	23.9
	Breadfast, Rabbit	13	3.4
	Talabat, Rabbit	12	3.1
	Breadfast, Talabat, Rabbit	15	3.9
	Total	385	100.0

7.On a weekly basis, How often do you buy/order/purchase products or service of previously mentioned startup/ firm?

		Frequency	Percent
Valid	Once	65	16.9
	Twice	75	19.5
	Three times	115	29.9
	More than 3 time	130	33.8
	Total	385	100.0

Descriptive statistics for the Sample (Central Tendency)

This part includes the preliminary results from the data analysis, where the general direction of the respondent's answers is measured and analyzed by extracting the means of these answers and comparing them with the hypothetical average that represents the midpoint on the Five-Point Likert scale (Strongly agree, Agree, Neutral, Disagree, Strongly disagree), Where it's given codes for each result (Strongly agree=5, Agree =4, Neutral =3, Disagree =2, Strongly disagree =1), as well as standard deviations and relative importance, and the rank of importance. An analysis of the respondent's answers showed a set of results that can be presented in the following tables.

Independent variable (CRM)

Table 9: Descriptive Statistical (Mean, Std. Deviation, Relative importance, and rank) about the axis (Customer Relationship Management) X1

Items	Strongly Agree		Agree		Neutral		Disagree		Strongly disagree		Mean	Std.	%
	F	%	F	%	F	%	F	%	F	%			
x1a. The startup / Firm always keeps me in touch with their new updates using technology.	95	24.7	216	56.1	41	10.6	24	6.2	9	2.3	3.95	0.90	79.00
x2a. The Startup / Firm uses a technology system to track my opinion and feedback.	129	33.5	116	30.1	103	26.8	25	6.5	12	3.1	3.84	1.05	76.80
x3a. I believe the startup / Firm provides an exceptional technological level of service as compared to the money I pay.	88	22.9	170	44.2	95	24.7	23	6	9	2.3	3.79	940.	75.80
x4a. The startup / Firm frequently interacts with me to set responsiveness, reliability, and other standards for me.	54	14	14	3.6	87	22.6	136	35.3	94	24.4	2.48	1.28	49.60
x5a. The Startup / Firm usually determines my future expectations.	84	21.8	153	39.7	113	29.	27	7	8	2.1	3.72	951.	74.40
x6a. The startup / Firm facilitates my ability to seek assistance from them.	70	18.2	174	45.2	104	27	30	7.8	7	1.8	3.70	0.91	74.00
Mean Average (Customer Relationship Management)											3.59	0.72	71.80
Std. (Std. Deviation) % (Relative importance)													

The above-attached table shows the general trend of the study sample of dimension (Customer Relationship Management). It indicates that there is a tendency towards the (agreement), with a mean of (3.59), and the Std. Deviation (0.72), with Relative importance (71.80%).

Independent variable (Level of Information Sharing)

Table 10: Descriptive Statistical (Mean, Std. Deviation, Relative importance, and rank) about the axis (Level of information sharing) X1

Items	Strongly Agree		Agree		Neutral		Disagree		Strongly disagree		Mean	Std.	%
	F	%	F	%	F	%	F	%	F	%			
1. The startup / Firm shares exclusive information with us, like offers, health precautions, etc.	74	19.2	228	59.2	54	14	27	7	2	0.5	3.90	0.80	78.00
2. All the information provided by the startup / Firm is always accurate.	52	13.5	116	30.1	129	33.5	50	13	38	9.9	3.24	1.14	64.80
Mean Average (Level of Information Sharing)											3.57	081	71.40
Std. (Std. Deviation) % (Relative importance)													

The attached table shows the general trend of the study sample of dimension (Level of information sharing). It indicates that there is a tendency towards the (agreement), , with a mean of (3.57), and the Std. Deviation (0.81), with Relative importance (71.40%).

Independent dimension: (Supply chain practices) x

Table 11: Descriptive Statistical (Mean, Std. Deviation, Relative importance, and rank) about the dimension (Supply chain practices)

N	dimensions	Mean	Std. Deviation	Relative importance %	Rank
1	Customer Relationship Management	3.59	0.72	71.80	1
2	Level of Information Sharing	3.57	081	71.40	2
Total dimension: Supply chain practices		3.58	0.69	71.62%	-

The attached table shows the general trend of the study sample of dimensions. The general trend of the dimension (Supply chain practices) indicates that there is a tendency towards the (agreement), with a mean of (3.58), and the Std. Deviation (0.69), with Relative importance (71.62%). The most agreement dimensions are, (Customer Relationship Management), and level of Information Sharing), with Relative importance (71.80%), (and 71.40%), respectively.

Dependent dimension: (Start-up performance) Y

Table 12: Descriptive Statistical (Mean, Std. Deviation, Relative importance, and rank) about the axis (Customer Satisfaction) y

Items	Strongly Agree		Agree		Neutral		Disagree		Strongly disagree		Mean	Std.	%
	F	%	F	%	F	%	F	%	F	%			
1. I am satisfied with the quality of the service that I received from the startup	63	16.4	186	48.3	102	26.5	31	8.1	3	0.8	3.71	0.86	74.20
2. I am satisfied with the staff of the startup / Firm as they always put the guests first	45	11.7	124	32.2	86	22.3	49	12.7	81	21	3.01	1.32	60.20
3. I am willing to repurchase from the Startup / Firm several times.	69	17.9	179	46.5	108	28.1	23	6	6	1.6	3.73	0.87	74.60
4. I would recommend the startup / Firm to my friends and family.	74	19.2	166	43.1	116	30.1	23	6	6	1.6	3.72	0.89	74.40
Mean Average (Customer Satisfaction)										3.52	70	70.48	
Std. (Std. Deviation)													
% (Relative importance)													

The attached table shows the general trend of the study sample of dimensions. The general trend of the study sample is of a dimension (Customer Satisfaction), indicating that it is towards the (agreement), with a mean of (3.52), and the Std. Deviation (0.70), with Relative importance (70.48%). Most agreement statements are, respectively (I am willing to repurchase from the

Startup / Firm serval times), (I would recommend the startup / Firm to my friends and family), (I am satisfied with the quality of the service that I received from the startup), with Relative importance (74.60%), (74.40%), (74.20%). The least agreement statements are, (I am satisfied with the staff of the startup / Firm as they always put the guests first), with Relative importance (60.20%), According to the responses of the study sample.

Hypothesis Testing and Results

The results show the following:

H.1 There is a statistically significant relationship between supply chain practices and Startup performance. The statistical hypothesis is accepted: there is a positive relationship between supply chain practices and Startup performance.

Table 13: Effect the (Supply chain practices) x on the (Startup performance) by using simple Linear Regression

Independent variables	β	t. test		F. test		R^2
		Value	Sig.	Value	Sig.	
constant	0.759	6.595	.01**	609.749	.01*	61.4%
Supply chain practices x	0.784	24.693	.01**			

** significant level 0.01

The above-attached table shows the effect of supply chain practices on startup performance using simple linear regression. The results show the following:

1. (R^2): The coefficient of determination: of the independent variable (Supply chain practices) explains (61.4%) of the total change in the dependent variable (Startup performance), which has great significance.
2. Test significant independent variable: t. test: The results of the previous table confirmed the existence of a statistically significant impact of all dimensions (Supply chain practices) on the (Startup performance), where the value of (t) equal to (24.693), with a level of significance less than 0.01.
3. Testing significance of the quality of regression model: (F. test).
To test the significance of the quality of the fit of the model as a whole, used test (F-test), whereas the value of the F-test is (609.749), which is significant at a level less than (0.01), which indicates the quality of the impact of the regression model on (Startup performance)

Equation of the form:

$$y = \text{constant} + x$$

Startup performance = 0.759 + .784 Supply chain practices

Prove the hypothesis research: Statistical hypothesis is accepted: there is the effect of supply chain practices on Startup performance. This hypothesis is divided into the following sub- 2 hypotheses:

- **Sub 1.1:** There is a statistically significant relationship between CRM and Customer satisfaction.

Variables Hypothesis:

- Customer Relationship Management **x 1**
- Customer satisfaction **y**

The statistical method used:

Was used correlation coefficient level Pearson correlation

Table 14: Correlation between Customer Relationship Management and Customer Satisfaction by using Pearson correlation.

	Dimension	r	Sig.
Customer Relationship Management and Customer satisfaction		.728	.01**
** Significant level .01			

The attached table shows the Correlation between Customer Relationship Management and Customer satisfaction by using the Pearson correlation. The results show that there is a significant positive relationship between (Customer Relationship Management and Customer satisfaction) and (and Startup performance) where the correlation coefficient was (.728) with significantly less than (0.05).

Prove the hypothesis research: Statistical hypothesis is accepted. There is a positive relationship between Customer Relationship Management and Customer satisfaction.

Table 15: Effect the (Customer Relationship Management) x on the (Customer Satisfaction) by using simple Linear Regression

Independent variables	β	t. test		F. test		R^2
		Value	Sig.	Value	Sig.	
constant	1.005	8.061	.01**	432.34	.01*	53%
Customer Relationship Management x1	0.728	20.793	.01**			

**** significant level 0.01**

The above-attached table shows the effect the (Customer Relationship Management) x on (Customer Satisfaction) by using simple Linear Regression. The results show the following:

1. (R^2): The coefficient of determination of the independent variable (Customer Relationship Management) explains (53%) of the total change in the dependent variable (Customer Satisfaction), which has great significance.
2. Test significant independent variable: (t. test): The results of the previous table confirmed the existence of a statistically significant impact of all dimensions (Customer Relationship Management) on the (Customer Satisfaction), where the value of (t) equal to (20.793), with a level of significance less than 0.01.
3. Testing significance of the quality of regression model :(F. test).
To test the significance of the quality of the fit of the model as a whole, used test (F-test), whereas the value of the F-test is (432.34), which is significant at a level less than (0.01), which indicates the quality of the impact of the regression model on (Customer Satisfaction)

Equation of the form:

$$y = \text{constant} + x$$

$$\text{Customer Satisfaction} = 1.005 + .728 \text{ Customer Relationship Management}$$

Prove the hypothesis research: Statistical hypothesis is accepted: there is an effect of Customer Relationship Management on Customer Satisfaction.

- Sub 1.2: There is a statistically significant relationship between the level of information sharing and Customer satisfaction.

Variables Hypothesis

- Level of information Sharing **x 2**
- Customer satisfaction **y**

Table 16: Correlation between Level of Information Sharing and Customer Satisfaction by using Pearson correlation.

Dimension	r	Sig.
Level of information Sharing and Customer satisfaction	.562	.01**
** Significant level .01		

Statistical method used: Correlation coefficient level Pearson correlation.

The attached table shows the Correlation between the Level of Information Sharing and Customer satisfaction by using the Pearson correlation. The results show that There is a significant positive relationship between the level of information Sharing and Customer satisfaction) and (and Startup performance) where the correlation coefficient was (.562) with a significantly less than (0.05).

Prove the hypothesis research: Statistical hypothesis is accepted. There is a positive relationship between the Level of Information Sharing and Customer satisfaction.

Table 17: Effect the (Level of Information Sharing) x2 on the (Customer Satisfaction) by using simple Linear Regression

Independent variables	β	t. test		F. test		R^2
		Value	Sig.	Value	Sig.	
constant	1.797	13.334	.01**	176.8354	.01*	
Level of information Sharing x2	0.562	13.298	.01**			31.6%

The above-attached table shows the effect of the (Level of information sharing) x on the (Customer Satisfaction) by using simple Linear Regression. The results show the following:

1. (R^2): coefficient of determination:

The independent variable (Level of Information Sharing) explains (31.6%) of the total change in the dependent variable (Customer Satisfaction), which has a significant significance.

2. Test significant independent variable: t. test

The results of the previous table confirmed the existence of a statistically significant impact of all dimensions (Level of Information Sharing) on (Customer Satisfaction), where the value of (t) is equal to (13.298), with a level of significance less than 0.01.

3. Testing significance of the quality of regression model :(F. test).

To test the significance of the quality of the fit of the model used to test (the F-test) was, whereas the value of the F-test is (176.8354), which is significant at a level less than (0.01), which indicates the quality of the impact of the regression model on (Customer Satisfaction)

Equation of the form:

$$y = \text{constant} + x$$

$$\text{Customer Satisfaction} = 1.797 + .562 \text{ Level of information Sharing } x_2$$

Prove the hypothesis research: Statistical hypothesis is accepted: there is an effect of Level of information sharing on Customer Satisfaction.

“Based on the above-mentioned results There is a statistically significant effect of Supply chain practices on Startup performance During covid 19 in Egypt.”

Model multiple regressions:

The researcher adopted the Coefficient of Regression Multiple (Model Stepwise) to find The Impact of independent (**Supply chain practices**) **x**, including (**Customer Relationship Management**) **x1**, and (**Level of Information Sharing** **x2**), on the dependent variable (**Customer Satisfaction**). **Y**

Table 18 The Impact of The Supply Chain Practices on Customer Satisfaction Regression Multiple (Model Stepwise)

Independent variables	α	t. test		F. test		R^2	r	VIF
		Value	Sig.	Value	Sig.			
Constant	0.850	6.593	.01**	231.309	.01**	54.8%	.740	-
1-Customer Relationship Management	0.621	13.994	.01**					2.662
2-Level of Information Sharing	0.170	3.841	.01**					3.427

****Significant at the (.0.01) level**

The above-attached table shows The Impact of The Supply chain practices on Customer Satisfaction Regression Multiple (Model Stepwise). The results show the following:

1. (r): correlation coefficient

There is a significant positive relationship between (Supply chain practices) x and (Customer Satisfaction) y , which reached the correlation coefficient (0.740) at a level significantly less than (0.01).

2. (R²): coefficient of determination

The independent variable all dimensions (Startup performance) explains (54.8%) of the total change in the dependent variable (Customer Satisfaction), which has a significant significance.

3. Test significant independent variable: t. test

The results of the previous table confirmed the existence of a statistically significant impact of all dimensions (Customer Relationship Management), (Level of Information Sharing), are significant effect on the dependent, (Customer Satisfaction) y based on the Test (t) equal (13.994), (3.841), response where we find that the level of indication is less than 0.05.

4. Test quality reconciles the regression model: F. test

To test the quality of the conciliation model as a whole was used for the test (F-test), where the value of the test is (231.309), which is significant at a level less than (0.01), which indicates the quality of the impact of the regression model on (Customer Satisfaction).

5. (VIF):

Multicollinearity between the independent variables and each other, (VIF) was calculated, which is the abbreviation of the Variance Inflation Factor for each independent variable separately with the rest of the independent variables. In any of these variables, the VIF values are less than (10), which indicates that there is no problem.

Equation of the form:

$$Y = \beta_0 + \beta x_1 + \beta x_2$$

Customer Satisfaction = 0.850 + .621 Customer Relationship Management x_1 + .170 Level of Information Sharing x_2 .

Prove the hypothesis research: Statistical hypothesis is accepted.
There is The Impact of Supply Chain Practices on Customer Satisfaction during covid 19 in Egypt.

The statistical method used:

One way ANOVA (F test), to measure differences between more than two categories if the significance level of less than (0.05) indicates that the significant differences and if the significance level greater than (0.05) indicates that there was no statistically significant difference At the level of independent variables and dependent variable.

Table 19: Difference between (age) according to the dimensions of "The Role Supply Chain practices in Enhancing the Start-ups Performance" by using One way ANOVA (F- test):

Age								
Variable	Sample	N	Mean	Std.	F	P-value	Result	
x- Supply chain practices	Less than 21 years	33	3.56	0.39	27.732	0.01*	H . Sig	
	From 21 - 30 years	66	3.77	0.53				
	From 31 - 40 years	114	3.77	0.58				
	From 41 - 50 years	99	3.58	0.63				
	From 51 - 60 years	47	3.46	0.60				
	From 61 - 70 years	19	2.21	0.82				
	More than 71 years	7	1.91	0.37				
y- Customer Satisfaction	Less than 21 years	33	3.68	0.47	26.889	0.01*	H . Sig	
	From 21 - 30 years	66	3.75	0.52				
	From 31 - 40 years	114	3.735	0.61				
	From 41 - 50 years	99	3.53	0.57				
	From 51 - 60 years	47	3.48	0.67				
	From 61 - 70 years	19	2.21	0.80				
	More than 71 years	7	2.03	0.41				

**Significant at the (.01) level

The above-attached table shows the difference between (age) according to the dimensions of "The Role Supply Chain practices in Enhancing the Start-up Performance" by using One-way ANOVA (F-test). The results show the following:

1. There are statistically significant differences at the level of the variable (age) about the dimension (**Supply chain practices**), as the value of (F) was (27.732), with a significant level less than (0.01). in favor of the **Category** respectively, (From 21 - 30 years, From 31 - 40 years, From 41 - 50 years. Less than 21 years, From 51 - 60 years, From 61 - 70 years, More than 71 years), with averages of (3.77), (3.58), (3.56), (3.46), (2.21), (1.91).
2. There are statistically significant differences at the level of the variable (age) about the dimension (**Customer Satisfaction**), as the value of (F) was (26.889), with a significant level less than (0.01). in favor of the **Category** respectively, (From 21 - 30 years, From 31 - 40 years, Less than 21 years. From 41 - 50 years, From 51 - 60 years, From 61 - 70 years, More than 71 years), with averages of (3.75), (3.74), (3.68), (3.53), (2.48), (2.21), (2.03).

Table 20: Difference between (Educational) according to the dimensions of " The Role Supply Chain practices in Enhancing the Start-ups Performance" by using One way ANOVA (F- test)

Latest Educational Background								
Variable	Sample	N	Mean	Std.	F	P-value	Result	
x- Supply chain practices	High school diploma/American diploma/International Business diploma/ IGCSE	46	3.52	0.66	24.515	0.01*	H . Sig	
	Bachelor's degree	243	3.66	0.54				
	Master's degree or higher education	38	3.68	0.52				
	Other	58	2.87	0.99				
y- Customer Satisfaction	High school diploma/American diploma/International Business diploma/ IGCSE	46	3.56	0.64	17.322	0.01*	H . Sig	
	Bachelor's degree	243	3.64	0.57				
	Master's degree or higher education	38	3.75	0.56				
	Other	58	2.97	1.00				

**Significant at the (.0.01) level

The attached table shows the Difference between (education) according to the dimensions of " The Role Supply chain practices in Enhancing the Start-ups performance " by using One way ANOVA (F- test) The results show the following:

1. There are statistically significant differences at the level of the variable (**Educational**) about the dimension (**Supply chain practices**), as the value of (F) was (24.515), with a significant level less than (0.01). in favor of the **Category** respectively, (Master's degree or higher education, Bachelor's degree, High school diploma/American diploma/International Business diploma/ IGCSE, Other), with averages of (3.68), (3.66), (3.52), (2.87).
2. There are statistically significant differences at the level of the variable (**Educational**) about the dimension (**Customer Satisfaction**), as the value of (F) was (17.322), with a significant level less than (0.01). in favor of the **Category** respectively, (Master's degree or higher education, Bachelor's degree, High school diploma/American diploma/International Business diploma/ IGCSE, Other) with averages of (3.75), (3.64), (3.56), (2.97).

Table 21: Difference between (Monthly Income) according to the dimensions of "The Role Supply chain practices in Enhancing the Start-up Performance" by use One way ANOVA (F- test)

Monthly Income								
Variable	Sample	N	Mean	Std.	F	P-value	Result	
x- Supply chain practices	Less than EGP 10,000	135	3.28	0.78	10.029	0.01*	H . Sig	
	Less than EGP 25,000	195	3.64	0.62				
	Between EGP 25,000 - 50,000	50	3.78	0.53				
	Between EGP 50,000 - 75,000	5	3.48	0.75				
y- Customer Satisfaction	Less than EGP 10,000	135	3.34	0.81	8.269	0.01*	H . Sig	
	Less than EGP 25,000	195	3.58	0.61				
	Between EGP 25,000 - 50,000	50	3.86	0.55				
	Between EGP 50,000 - 75,000	5	4.00	0.90				

**Significant at the (.01) level

The attached table shows the Difference between (Monthly income) according to the dimensions of "The Role Supply chain practices in Enhancing the Start-ups performance" by using One way ANOVA (F- test) The results show the following:

1. There are statistically significant differences at the level of the variable (**Monthly Income**) about the dimension (**Supply chain practices**), as the value of (F) was (24.515), with a significant level less than (0.01). in favor of the **Category** respectively, (Between EGP 25,000 - 50,000, Less than EGP 25,000, Between EGP 50,000 - 75,000, Less than EGP 10,000), with averages of (3.78), (3.64), (3.48), (3.28).
2. There are statistically significant differences at the level of the variable (**Monthly Income**) about the dimension (**Customer Satisfaction**), as the value of (F) was (17.322), with a significant level less than (0.01). in favor of the **Category** respectively, (Between EGP 50,000 - 75,000, Between EGP 25,000 - 50,000, Less than EGP 25,000, Less than EGP 10,000) with averages of (4), (3.86), (3.58), (3.34).

Table 22: Difference between (Name of Startup) according to the dimensions of " The Role Supply Chain Practices in Enhancing the Start-ups Performance during COVID-19 19 in Egypt "

Name of Startup								
Variable	Sample	N	Mean	Std.	F	P-value	Result	
x- Supply chain practices	Breadfast	171	3.40	0.76	1.020	0.01*	N .Sig	
	Talabat	79	3.41	0.69				
	Rabbit	3	4.02	1.39				
y- Customer Satisfaction	Breadfast	171	3.45	0.78	0.121	0.01*	N .Sig	
	Talabat	79	3.45	0.67				
	Rabbit	3	3.66	1.25				

The above attached table shows the difference between (Name of Startup) according to the dimensions of " The Role Supply chain practices in Enhancing the Start-up performance " by using One way ANOVA (F- test) The results show the following:

1. There are no statistically significant differences at the level of the variable (**Name of Startup**) about the dimension (**Supply chain practices**), as the value of (F) was (1.020), with a significant level more than (0.05).
2. There are no statistically significant differences at the level of the variable (**Name of Startup**) about the dimension (**Customer Satisfaction**), as the value of (F) was (0.121), with a significant level more than (0.05).

There are statistically significant differences between the group's gender (**male/female**), according to the dimensions (The Role Supply Chain Practices in Enhancing the Start-up's Performance during covid 19 in Egypt).

The statistical method used:

Independent t-test: If the significance level is less than 0.05, it is proven that there are statistically significant differences, if the level of significance is greater than 0.05, it is proven that there are no statistically significant differences.

Table 5.23: Difference between (gender) according to the dimensions of "The Role Supply Chain Practices in Enhancing the Start-ups Performance during COVID-19 19 in Egypt" by using an Independent t-test

Variable	Sample	Gender						Result
		N	Mean	Std.	t	P-value		
x- Supply chain practices	Male	170	3.5706	0.53	0.931	0.01*	N .Sig	
	Female	215	3.5035	0.80				
y- Customer Satisfaction	Male	170	3.6074	0.56	1.547	0.01*	N .Sig	
	Female	215	3.4953	0.79				

The attached table shows the Difference between (Genders) according to the dimensions of " The Role Supply chain practices in Enhancing the Start-ups performance " by using One way ANOVA (F- test) The results show the following:

From the above table, it is clear:

- 1- There are no statistically significant differences at the level of the variable (**gender**) about the dimension (**Supply chain practices**), as the value of (t) was (0.931), with a significant level more than (0.05).
- 2- There are no statistically significant differences at the level of the variable (**gender**) about the dimension (**Customer Satisfaction**), as the value of (t) was (1.547), with a significant level more than (0.05).

Research Results and Recommendations

General Results:

- By measuring "Cronbach's Alpha reliability coefficient", it was found that all reliability coefficients are greater than 70%, which indicates high reliability and understanding of the content of the survey, and thus the realism of the responses. The total coefficient was 0.836.
- By measuring the "Internal consistency coefficient" it was found that the correlation coefficients were mostly between 0.523 and 0.886, and this is evidence that the statements that were then presented in the survey list are good and understood by the respondents.

Sample Characteristics

It was confirmed that the majority who deal with the companies within the study have a level of interaction in dealing with those companies permanently, which gives the researcher a standing ground when it comes to the credibility of the results that were measured, as it became clear that the percentage of dealing with the startups three times or more, amounted to approximately 64%. The demographic characteristics of the study sample included that the percentage of males was 44% and females 56%, and the closeness of the percentages meant that each type was interested in dealing with these companies, and most of the age groups were between 21 years old and 50 years As per the above-mentioned results during covid-19, customers aged from 21 to 50 with high educational degree have relied on startups not less than 3 times per week. This is because there is a tendency towards using technology of this demographic compared to others. There are a lot of reasons behind this that will be discussed as follows:

1. Convenience, the applications provided by startups provide convenience for customers to order their needs and provide a wider range of options, with just a few taps on the smartphones; customers can browse menus, place orders, and set delivery without a need for a phone call or a visit for a physical store.
2. Time Efficiency: time is being saved when customers order through apps compared to traditional methods. Younger people often have busy lives, with studies, work, and other commitments. Accordingly, relying on apps allows them to run errands quickly without the need to make calls or have physical visits.
3. Customization and variety: the mobile apps provided by startups offer a lot of options for products, restaurants, etc. This allows customers to explore different options and discover new flavors. Moreover, such apps usually provide personalized recommendations based on the previous orders and preferences of the users. This in turn enhances the overall customer experience.
4. Digital Natives: Millennials and Generation Z (which represents more than 70% of the sample) are more comfortable with digital applications, and platforms provided by startups. Being the early adopters of new technologies embraces the technology and convenience offered by the apps. Contracting with the older generations, who are not comfortable with technology and prefer traditional ways of shopping.

5. Digital payment: the apps provided by startups offer secure and seamless digital payment options, such as digital wallets, and credit cards. Younger generations are more comfortable with this and prefer paying directly through apps. The same goes for people with higher education. They do
6. Social Media Influence: startups especially during the Covid-19 period heavily relied on social media platforms to build their presence and engage more with customers. By the beginning of 2023, the number of social media users in Egypt was equivalent to 41.4 percent of the total population which is almost 55 million people who are active on social media and are influenced by online content.
7. Authenticity & and storytelling: Startups often emphasize their brand values, mission, and unique stories. Startups spot the light on some factors as sourced ingredients, promoting sustainable practices, and supporting small-scale farmers. Which in turn draws the attention of the customer to these authentic narratives and does have a stronger connection with brands that align with their values.
8. Community and social media: most startups in Egypt strive to build a sense of community to promote social impact. There is engagement in initiatives either in medical precautions as Breadfast did during COVID-19 or In donations as most of the startups did during the Gaza-Israel war. Younger generations who are socially conscious usually are attracted to startups that commit to making a positive impact on society.

Descriptive statistics Results

Two study variables have been reached about the following:

The first scale (Supply Chain Practices), included (8 phrases) concerning the startups under the study. It possesses a saucepan of “Agree” and “Neutral” in some of its contents, accordingly, it can be relied upon in subsequent studies. since the mathematical averages ranged between (2.48, and 3.95), in all its dimensions.

The most powerful “Supply chain practices” statements:

Customer Relationship Management: The startup / Firm always keeps me in touch with their new updates using technology with 79%

Level of information Sharing: The startup / Firm shares exclusive information with us, like offers, health precautions, etc with 78 %.

The weakest “Supply chain practices” statements:

Customer Relationship Management: The startup / Firm frequently interacts with me to set responsiveness, reliability, and other standards for me with 50%

Level of information Sharing: All the information provided by the startup / Firm is always accurate with 65 %.

The second scale "Customer Satisfaction", included (4 phrases) *concerning the startups under the study. It possesses a saucepan of "Agree" and "Neutral" in some of its contents* and can be relied upon in subsequent studies.

The most powerful “Startup performance” statements:

Customer satisfaction: I am willing to repurchase from the Startup several times with 75 %

Customer satisfaction: I would recommend the startup / Firm to my friends and family with 74 %

The weakest “Customer satisfaction” statements:

Customer satisfaction: I am satisfied with the staff of the startup / Firm as they always put the guests first with 60%.

Deductive statistics Results:

The main Hypothesis:

There is a statistically significant relationship between supply chain practices and Startup performance. All the dimensions of supply chain practices have a positive impact on startup performance with R^2 (61%), yet the deficiency of supply chain practices' efficiency points needs to be considered.

The correlation between them (beta β) is strong and positive, as it reached 0.784.

1. **Sub 1.2:** There is a statistically significant relationship between CRM and Customer satisfaction has been proved with R^2 (53%). Also, The correlation between them (beta β) is strong and positive, as it reached 0.782.

2. **Sub 1.2:** There is a statistically significant relationship between the level of information sharing and Customer satisfaction has been proved with R^2 (32%). Also, the correlation between them (beta β) is moderate and positive, as it reached 0.56.

Research Limitations

- Findings cannot represent all customers of startups in Egypt. The results would be better if a larger sample were considered.
- The study covered the Cairo government, and if this research had been conducted in any other city, the results may have been changed.
- The Research focused on a limited number of startups and did not cover all the startups in Egypt.

Conclusion

This research tests the relationship between supply chain practices and startup performance among startups in Egypt during COVID-19. The *first* research objective is achieved as it is statistically proven that there is a significant relationship between CRM and startup performance in Egypt during COVID-19. The *second* research objective aimed at investigating the relationship between the level of information sharing and the startup performance in Egypt during COVID-19. It is statistically proven that there is a significant relationship between the Level of information sharing and startup performance among the startups in Egypt during COVID-19. The *third* objective aims to identify the relationship between customer relationship management and startup performance in Egypt during COVID-19 and the results show there is a positive relationship among the variables. The *fourth* research objective aimed at identifying the relationship between the level of information sharing and the startup performance in Egypt during COVID-19. the results of the current research ensured that there is a positive relationship among the variables. The results of the data statistically proved that supply chain practices do have an impact on startup performance. Referring to the fact that if the startups maintained and invested in supply chain practices; their performance would be raised. The findings of this research are important to the startups in terms of providing more understanding of supply chain practices' impact and how this affects the overall productivity and performance of the startup.

Recommendations.

In light of the previous results, The researcher could reach a group of the most prominent recommendations, and the following table shows the most prominent recommendations of the study, in the form of the following work plan:

Recommendations	Person responsible	Resources	Time Horizons
<ul style="list-style-type: none"> Startups Need to rely more on Technology 	<ul style="list-style-type: none"> IT Team 	<ul style="list-style-type: none"> Money Knowledge 	2 to 3 Months
<ul style="list-style-type: none"> Communicate with customers to update the technology system following customer preferences 	<ul style="list-style-type: none"> Marketing Team Customer service s Team 	<ul style="list-style-type: none"> Communicatio ns Skills 	3 to 4 Months
<ul style="list-style-type: none"> Gain customer satisfaction by communicating with them and making survey lists to find out their opinions 	<ul style="list-style-type: none"> Customer service 	<ul style="list-style-type: none"> Social Media Websites 	<ul style="list-style-type: none"> Regula rly
<ul style="list-style-type: none"> Expand Customer base 	<ul style="list-style-type: none"> Marketing Team Research and Developme nt 	<ul style="list-style-type: none"> Money Product development 	<ul style="list-style-type: none"> 9 to 11 Month s
<ul style="list-style-type: none"> Expand product portfolio 	<ul style="list-style-type: none"> Research & Developme nt 	<ul style="list-style-type: none"> Money Management skills 	<ul style="list-style-type: none"> 9 to 11 Month s
<ul style="list-style-type: none"> Expand the coverage area 	<ul style="list-style-type: none"> Research & Developme nt 	<ul style="list-style-type: none"> Money labor 	<ul style="list-style-type: none"> 5 to 6 Month s
<ul style="list-style-type: none"> Develop user-friendly Applications 	<ul style="list-style-type: none"> Software Developer 	<ul style="list-style-type: none"> Money Management Skills 	<ul style="list-style-type: none"> 3 to 4 Month

Recommendations	Person responsible	Resources	Time Horizons
<ul style="list-style-type: none"> Paying attention to training workers and providing the necessary services to raise awareness of their work 	<ul style="list-style-type: none"> HR Team 	<ul style="list-style-type: none"> Money Leadership Skills 	<ul style="list-style-type: none"> 2 to 3 Months
<ul style="list-style-type: none"> Transparency and credibility of all information provided by the startup company 	<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> Code of conduct Work Ethics Trainings 	<ul style="list-style-type: none"> 1 Month
<ul style="list-style-type: none"> Gain customer satisfaction by communicating with them and making survey lists to find out their opinions 	<ul style="list-style-type: none"> Customer service 	<ul style="list-style-type: none"> Social Media Websites 	<ul style="list-style-type: none"> Regularly
<ul style="list-style-type: none"> Expand Customer base 	<ul style="list-style-type: none"> Marketing Team Research and Development 	<ul style="list-style-type: none"> Money Product development 	<ul style="list-style-type: none"> 9 to 11 Months
<ul style="list-style-type: none"> Expand product portfolio 	<ul style="list-style-type: none"> Research & Development 	<ul style="list-style-type: none"> Money Management skills 	<ul style="list-style-type: none"> 9 to 11 Months
<ul style="list-style-type: none"> Expand the coverage area 	<ul style="list-style-type: none"> Research & Development 	<ul style="list-style-type: none"> Money labor 	<ul style="list-style-type: none"> 5 to 6 Months
<ul style="list-style-type: none"> Develop user-friendly Applications 	<ul style="list-style-type: none"> Software Developer 	<ul style="list-style-type: none"> Money Management Skills 	<ul style="list-style-type: none"> 3 to 4 Month

Recommendations for Future Research:

The researcher suggests conducting some other related studies in the following areas:

- Making a list of other emerging Startups
- Comparison between more than one startup that weights the market to identify weaknesses and strengths.

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دور ممارسات سلسلة التوريد في تعزيز أداء الشركات الناشئة خلال أزمة كوفيد 19 في مصر

الملخص:

يستكشف هذا البحث العلاقة بين ممارسات سلسلة التوريد وأداء الشركات الناشئة في مصر خلال الفترة الـ 19 ، مع التركيز على إدارة علاقات العملاء (CRM) ومستوى مشاركة المعلومات. على الرغم من التحديات التي طرحتها جائحة COVID-19 ، شهدت بيئة الشركات الناشئة التكنولوجية في مصر نمواً كبيراً ، خاصة بين عامي 2019 و 2021. الهدف من هذه الدراسة هو معالجة الفجوة البحثية من خلال التحقيق في تأثير ممارسات سلسلة التوريد على أداء الشركات الناشئة في السياق المصري. تدور أسئلة البحث التوجيهية لهذه الدراسة حول العلاقات بين إدارة علاقات العملاء وأداء الشركات الناشئة ، بالإضافة إلى مستوى مشاركة المعلومات وأداء الشركات الناشئة. الأهداف هي فحص هذه العلاقات وتحديد تأثيرها على أداء الشركات الناشئة. من الناحية العلمية ، يساهم هذا البحث من خلال دراسة تأثير ممارسات سلسلة التوريد على أداء الشركات الناشئة في مصر خلال وبعد جائحة COVID-19. في حين قد استكشفت الدراسات السابقة تأثير ممارسات سلسلة التوريد على الأداء التنظيمي ، إلا أنه يوجد نقص في البحوث التي تركز على الشركات الناشئة المصرية. ستكون نتائج هذه الدراسة مرجعاً للبحوث المستقبلية ، مما يعزز الفهم في هذا المجال. من الناحية العملية ، يوفر هذا البحث رؤى قيمة حول أهمية ممارسات إدارة سلسلة التوريد للشركات الناشئة. يسلط الضوء على الحاجة للشركات الناشئة ، خاصة تلك ذات الموارد المالية المحدودة ، للاستثمار في تحسين ممارسات سلسلة التوريد الخاصة بها. في الختام ، يساهم هذا البحث في فهم تأثير ممارسات سلسلة التوريد على أداء الشركات الناشئة في مصر. من خلال دراسة إدارة علاقات العملاء ومستوى مشاركة المعلومات ،

الكلمات المفتاحية:

ممارسات سلسلة التوريد؛ إدارة علاقات العملاء؛ مستوى تبادل المعلومات؛ أداء الشركات الناشئة؛ رضا العملاء