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THE IMPACT OF TRAINING ON MOTIVATING STAKEHOLDERS IN THE AGRICULTURAL VALUE CHAIN TO ADOPT NEW VALUE CAPTURE METHODS: A CASE STUDY OF ANBAR GOVERNORATE

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Abstract

This study aims to explore the effective role of training and its impact on the agricultural value chain and thus achieve positive results to improve the agricultural sector. The study consists of a main question, two sub-questions, and two hypotheses. The importance of the study lies in the fact that agriculture is one of the most important factors influencing any country's economy and plays a pivotal role in its political and economic independence. The study relied on both quantitative and qualitative approaches, interviews, and data to arrive at valuable results.To collect data for this study, a two-stage sampling method was employed. The study population includes experts with experience in policy-making in this domain, managers of agricultural production companies, distribution company managers and officials, as well as academic experts who have conducted research activities. Specifically, the study focuses on experts, professionals, and university professors familiar with coaching, training, and value chains, and actively involved in the agricultural industry.The study sample consisted of farmers in Anbar Governorate. (425) questionnaires were distributed to clients, and were filtered so that the study sample consisted of (400) farms. One of the most important findings of the study is Using training and guidance methods to develop and address problems." The mean was 4.58, and the standard deviation was 0.68. This indicates a high degree of agreement, reflecting the extent to which training and the use of modern methods can solve problems.The study concluded with a set of solutions and recommendations, most notably. Establishing incentives for farmers that contribute to developing and improving the performance and progress of agricultural enterprises.. Providing the necessary financial resources to encourage farmer training.

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INTRODUCTION

The key to success in agricultural production lies in market expansion to achieve economies of scale, specialization, and the adoption of cost-reducing technologies. Producers and processors can only remain in the industry by following a strategy aimed at producing and marketing their goods as cheaply as possible. Sustainable competition for cost reduction has led to a spiral of high-volume investment adoption. As an alternative, production technologies began to explore different production and marketing avenues for some market players who were unable to cope with the costs of technological upgrades. Entrepreneurs foresaw the marketing potential of distinct (value-added) agricultural products in both production and processing stages, identified as the most common path to success by industrial companies (Hennessy, Miranowski, and Babcock, 2004). These factors, along with increased consumer demand for specialty products, have contributed to the remarkable (and sustainable) growth of value-added agriculture over the past decade.

1-2- Problem Statement

In recent years, various studies have been conducted in the field of supply chain and value chain. According to the literature available in this field, the success and health of an organization depend on the health of the organizational environment and the interaction of individuals with that organization, and the health of individuals and the environment is contingent on the organization being healthy and progressive. The existence of a healthy, progressive, and advanced organization requires strong training at the level of activities (Ahmadi et al., 2015).

In light of this, agricultural organizations are obligated to seek strategies or business techniques that enable them to ensure their survival and increase In light of this, agricultural organizations are obligated to seek strategies or business techniques that enable them to ensure their survival and increase.

1-3 Importance and Necessity of the Research

Economic activities, including industrial, agricultural, and service activities, on one hand, rely on and utilize natural resources, and on the other hand, their nature is such that they potentially pollute the environment. Therefore, if the consequences and environmental issues of these activities are not addressed, significant costs will need to be incurred to mitigate the damages and losses resulting from the neglect of this issue. The increase in costs resulting from environmental damage, the increase in knowledge and awareness, and the concern of companies about the adverse effects of economic activities on natural resources and consequently the deterioration of the quality of life have led these companies to reconsider their strategies for economic growth and development (Delang, 2014).

Agriculture is one of the most important sectors influencing the economy of any country, playing a crucial role in its political and economic independence. With abundant natural resources and a unique climatic position, has become a land of four seasons and provides the necessary infrastructure for placing this sector at the center of the country's economy. However, despite its potential, this sector lacks the necessary efficiency. One of the biggest problems in the agricultural sector of the country is the lack of awareness among farmers regarding balanced cultivation of agricultural products according to demand, which, when neglected, leads to an abundance of one product and a significant decrease in its price in one year, causing damage to farmers. On the other hand, the reduction of other products leads to price increases and dissatisfaction among the people. Another reason for the problems in the agricultural sector is the lack of necessary management and training in the product value chain. Therefore, we aim in this research to explore the effective role of coaching, its impact on the agricultural value chain, and ultimately achieving favorable results to improve the agricultural sector.

1-4 Research Objective(s)

The current research aims at a set of objectives, some of which are cognitive and others are field-based, as follows:

• Forming an intellectual framework for the concept of coaching and its connection to agricultural value chain.

• Examine the various approaches of coaching for motivating agricultural Value Chain Stakeholders to adopt New Ways of Capturing Value in Anbar province.

5-1Research Questions

The research stems from a main question, based on the research variables and field community, namely, "What is the impact of training on the value chain for agricultural activities and agricultural development?" The following sub-questions branch out from this question:

• Do different training methods differ fundamentally in increasing the motivation of stakeholders in the agricultural value chain to adopt new value capture methods?

THEORETICAL FOUNDATIONS

2-1The Value Chain

In definitions, there is a slight difference between the concepts of the value chain and the supply chain, which is often overlooked in common business literature and related research. The position of the supply chain is related to the downstream flow of goods from the source to the customer, but in the value chain, the customer is the source of value, and the value flows in the form of demand from the customer to the supplier (Bland & Sporleder, 2011). In this context, the development of production chains in the field of food products has led to the evolution of value chain links, the collaboration of organizations and links vertically and horizontally, and the development of business clusters, one of the primary benefits of which is production on a scale. The value chain in agriculture provides the capacity to increase efficiency, business integration, responsiveness, and ultimately competitiveness in the market. Increasing capacity in agriculture and its related industries is the most effective way to enhance food security and reduce poverty (Moulton & Sino, 2015). However, complex value chain systems are subject to human limitations, leading to managerial challenges between different chain links. Additionally, food production and distribution have become high-risk activities. By identifying the existing challenges in the chain, suitable solutions can be provided for its continued development.

Value is a very subjective and qualitative concept that means different things to different people. Today, the concept of value has transformed marketing definitions, adding new meaning to economic indicators such as price, cost, revenue, profit, and so on. Philip Kotler, the father of modern marketing, in his definition of marketing, refers to it as a managerial-social process for meeting needs through value creation and exchange. In this definition, Kotler emphasizes the concept of value because it transcends the price of goods and services. Value means the appropriate combination of quality, service, price, time, and so on for the target market. He believes that the job of marketing is to create and deliver value to customers. Warren Buffett believes that "price" is what the customer pays, while "value" is what the customer receives.

In economic enterprises, value is the ratio between the function of produced products and the price the customer pays to receive that function. Value is an experience and a process created by suitable reception by an individual or entity and then delivered to the customer. The value chain represents a series of primary and supporting operations in business that add value to products and services, ultimately increasing the final value for the company (Asghari & Nemati, 2015). To examine value and how to create it, the value chain tool is used. As a strategic tool, the value chain shows the set of activities involved in creating value, known as value activities.

2-3- Value Chain and Competitive Advantage

Today's market is highly competitive. To maintain a competitive position, companies must innovate. They must determine what factors create value for their customers, improving the delivery of that value. For this purpose, value chains must be continuously reviewed. Companies should identify and focus on their value-creating processes and activities to gain a competitive advantage. Any activity not aligned with the value creation goal should be outsourced. There are several strategies for creating competitive advantage, including effective human resource management, smart resource management, increasing production capacity, leveraging information technology, and marketing innovations. All these can be enhanced using value chain analysis.

Value chain analysis can identify opportunities for competitive advantage. Michael Porter emphasized the value chain in his work on competitive advantage. The goal of any competitive strategy is to create and maintain a sustainable competitive advantage. Competitive advantage is achieved when a company can produce goods or services that are preferred by customers compared to competitors' offerings. It can be achieved through cost leadership, differentiation, or focus strategies. Cost leadership involves becoming the lowest-cost producer in the industry. Differentiation involves offering unique products or services that are valued by customers. Focus strategy involves targeting a specific market niche and serving it better than competitors. Value chain analysis helps identify areas where the company can reduce costs, improve quality, or offer unique features, thereby creating a competitive advantage (Porter, 1985).

In conclusion, the value chain is a powerful tool for creating and sustaining competitive advantage. By understanding and optimizing the activities involved in the production and delivery of goods and

services, companies can create more value for their customers and achieve superior performance in the market.

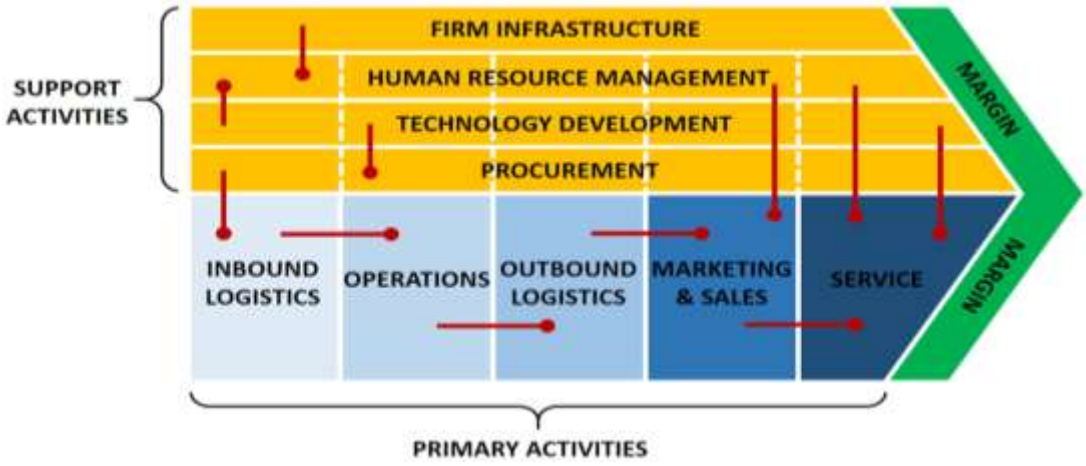

Figure 2-1: Structure of the value chain from Porter's perspective (Meloni et al., 2019)

2-3 Value Chain Analysis

Value chain analysis is a strategic tool used to analyze the activities that a company performs to create value for its customers. It is an essential part of understanding competitive advantage and finding ways to improve efficiency and profitability. The concept was introduced by Michael Porter (1985) and value chain analysis is:

a) A rapid analysis technique: Identifies key activities in the business.

Rapid analysis techniques provide a practical and effective approach for businesses to identify key activities, develop simple business models, and determine the main steps in their operations. By leveraging these techniques, companies can enhance their efficiency, make better-informed decisions, and ultimately improve their competitiveness in the market. The insights gained from rapid analysis are invaluable for continuous improvement and strategic planning, enabling businesses to thrive in dynamic and challenging environments.

b) Assists in developing a simple business model.

Developing a simple business model through rapid analysis techniques is essential for businesses aiming to enhance efficiency, strategic alignment, and decision-making. By focusing on key components such as value proposition, customer segments, channels, and revenue streams, businesses can create a robust framework that drives success and fosters continuous improvement. The insights gained from this approach are invaluable for navigating complex business environments and achieving long-term goals.

c) Determines main steps in business activities (Gereffi and Fernandez-Stark, 2011).

In value chain analysis, we can make outsourcing decisions, where knowing the company's strengths and weaknesses is crucial. Companies can specialize in one or several value chain activities and outsource the rest (Dedrick et al., 2010).

2-4Research methodology

This study is an applied study, conducted within an interpretive framework, adopting both quantitative and qualitative approaches. Participants included managers active in the agricultural sector and social media experts. The sample was selected based on theoretical saturation, totaling 12 individuals for the qualitative aspect. Purposive sampling was used to select participants. Based on the research objectives, a causal-comparative research design has been chosen to examine the relationships between the variables in the conceptual framework. Given the research objective of designing a model to enhance the agricultural value chain performance using information management, where value chain capabilities are the mediating variable, information management is the independent variable, and agricultural value chain performance is the dependent variable, the necessary data was collected through a questionnaire. The identification of indicators for each of the aforementioned variables was conducted by directly consulting organizations and interviewing experts, managers, and specialists from the Ministry of Agriculture, the Extension Organization, the Cooperative Organization, and consulting with academic experts in agricultural economics.

2-5 Population and Sample Size

The population of a study refers to a group of individuals or objects that share one or more characteristics relevant to the research objectives (Khalili, 2015). Another definition states that the research population

is the actual or hypothetical set to which the results of the research are generalized (Delavar, 2016). For data collection in this research, a population was utilized in two stages.

On one hand, the research population comprised experts with characteristics such as having a history of macro-level policy-making in this field, managers of agricultural production companies and organizations, and managers and executives of distribution companies. On the other hand, it included academic experts and professors with experience in conducting research activities such as books, articles, writings, etc.

The study sample includes 400 stakeholders from the agricultural sector in Anbar Province, divided into two groups of 200 participants each. The participants are selected based on their involvement in various stages of the agricultural value chain, ensuring a diverse representation of perspectives across production, processing, and distribution. The selection process aims to include individuals who can directly benefit from value chain improvements in their agricultural activities.

Table 2. Characteristics of experts participating in the research

Row	Gender	jon	Age	Education:	Workplace
1	Male	professor	45	PhD	University of Anbar
2	Female	professor	39	Master's	University of Anbar
3	Male	One of the successful farmers in Anbar Governorate	65	-	Private farm:
4	Male	employee	52	Bachelor's	Anbar Agriculture Directorate
5	Male	Consultant	55	Master's	Ministry of Agriculture
6	Male	professor	55	PhD	University of Anbar
7	Female	professor	57	Master's	University of Fallujah
8	Male	One of the successful farmers in Anbar Governorate	70	-	Private farm
9	Male	employee	30	Master's	Anbar Agriculture Directorate
10	Male	Consultant	69	Master's	Ministry of Agriculture

The analysis of texts and interviews was conducted using grounded theory methodology alongside TA (Thematic Analysis) technique. In the grounded theory approach, patterns and models are directly derived from data that have been systematically collected and analyzed throughout the research process.

It is important to note that the interview analysis process followed Strauss and Corbin's procedures. During the open, axial, and selective coding phases, data were dissected and conceptualized. Open coding, as the first stage of analyzing the interviews, involves identifying concepts, discovering their properties, and exploring their dimensions within the data. In this phase, the data are broken into discrete segments, examined meticulously, and compared based on similarities and differences. Events, incidents, objects, and actions/interactions that are conceptually similar or semantically related are grouped under higher-level abstract concepts called categories.

Subsequently, the researcher engaged in axial coding based on the data obtained from open coding. During this stage, codes identified in the open coding phase were reviewed and compared, then organized into broader categories based on their similarities and differences. Finally, the researcher performed selective coding, which begins after completing open and axial coding and after defining the paradigmatic models.

3 -Quantitative part

The literature review indicates that customer characteristics are of great importance in determining the degree of awareness, as are customer demographics and their views on the impact of training on

motivating stakeholders in the agricultural value chain to adopt new value extraction methods: . Age, gender, and qualifications were among the other demographic criteria that the researchers considered and used. This chapter discusses the demographics of customers .

1- Gender

Gender integration is an important factor, and differences between male and female clients can be classified based on their abilities, experiences, and achievements. Therefore, two groups were formed in this study: one for men and one for women. Based on the survey response rates, the percentages of male and female clients are shown below.

Table 4-3 Gender of the Customers

Gender	Frequency	Percent
Male	252	63
Female	148	37
Total	400	400

Table 4-3 above shows that 63. % of the customers are male and 37. % are female. This implies that most of the survey respondents are male,

Table 4-5 customer age

Age	Frequency	Percent
20-29	93	23.25
30-39	201	50.25
40-49	106	26.5
50-60	0	0
Total	400	100

Table 4-5 above shows that the largest share of clients is in the 30-39 age brackets, accounting for (50.25 %), followed by the 40-49 age groups, accounting for 26.5%. Additionally, 23.25% of the population was in the 20–29 age range, indicating that the sample is middle-aged.

4-4-4 Descriptive Statistics

To obtain accurate data, mean, median, and standard deviation are used. Descriptive statistics are used for all items. The following are the following:

1-Below are answers to a set of questions related to the survey.

Table 4-9 Arithmetic means and standard deviation of sample responses by variables Management / Coaching / Marketing / Value Chain / Agricultural Products

Arrangement	Std. Deviation	Mean	Paragraph	
9	0.90	4.26	Using knowledge and innovations to extract the best results	1
12	1.7	4.20	Knowing trends and collaborating to reach the market	2
6	0.69	4.32	Develop a strategy for thinking, encouraging resources and cultural awareness.	3
1	0.68	4.58	Using training and coaching methods to develop and address problems	4
15	0.94	4.11	Using skills, experience, and sustainability to analyze and address problems	5
14	0.81	4.13	Developing and marketing agriculture through knowledge	6

4	0.79	4.39	Developing maps to deliver good results	7
2	0.71	4.49	Earning good and excellent money through excellent commercial and financial management	8
10	0.86	4.25	Using advanced training techniques to provide human resources with expertise	9
12	0.89	4.20	Connecting with the world to provide excellent skills through market access	10
13	0.77	4.17	Develop resource efficiency to generate comprehensive knowledge and understanding	11
9	0.86	4.26	Producing the best methods for developing modern agricultural techniques and technology	12
9	0.82	4.26	Developing market trends through quality criteria	13
8	0.76	4.28	Access resources and money through training and understanding farmers.	14
9	0.84	4.26	Reaching good results through collaboration	15
7	0.84	4.31	Use training and development to enhance, diversify and encourage products.	16
11	0.90	4.21	Using training and market dynamics workshops through education and development	17
9	0.82	4.26	Access to the market requires communication and skills development	18
5	0.82	4.34	Use best sustainability practices to overcome challenges	19
3	0.76	4.41	Using and integrating technology to develop mechanisms for controlling and solving problems	20
5	0.86	4.34	It requires providing resources, financial planning, and networks for development and continuity	21

The table shows the arithmetic means ranging from (4.58 - 4.11). The highest arithmetic mean was for item (4), "Using training and guidance methods to develop and address problems." The arithmetic mean was 4.58, and the standard deviation was (0.68). This indicates a high degree of agreement, reflecting the extent to which training and the use of modern methods can solve problems.

Then comes paragraph (8) in second place which states (earning good and excellent income through excellent business and financial management) with an arithmetic mean of 4.49 and a standard deviation of (0.71.)

Paragraph (20) comes in third place, which states (the use of technology and its integration to develop control mechanisms and solve problems) with an arithmetic mean of 4.41 with a standard deviation of (0.76) which reflects a high degree of agreement in the use of technology.

Paragraph (7) comes in fourth place, as it calls for developing maps to achieve good results with an arithmetic mean of (4.39)and a standard deviation of (0.79).

Paragraph (19) comes in fifth place, stating: Using best sustainability practices to overcome challenges, with an arithmetic mean of 4.34 and a standard deviation of 0.82. This indicates high agreement on using sustainability methods to overcome challenges.

Paragraph (3) ranked sixth, stating: Developing a strategy for thinking, motivating resources, and cultural awareness. With an arithmetic mean of (4.32) and a standard deviation of (0.69,) this indicates high agreement on the strategy and cultural awareness among the study sample.

Paragraph (16) comes in seventh place, stating: Using training and development to improve, diversify, and promote products. With an arithmetic mean of 4.31 and a standard deviation of 0.84, this indicates high approval of the need for training and product development.

Paragraph (14) ranked eighth, stating: “Access to resources and financing through farmers’ training and understanding.” With an arithmetic mean of 4.28 and a standard deviation of 0.76, this indicates high approval of farmers’ training and understanding.

Paragraphs (12-13-15-17) came in ninth place, with an arithmetic mean of one (4.26) and a different standard deviation ranging between (0.86 - 0.82).

Paragraph (9) came in tenth place, using advanced training techniques to provide human resources with expertise, with an arithmetic mean of (4.25) and a standard deviation of (0.82), which reflects the importance of the role of advanced training techniques in providing human resources with expertise.
Paragraph (17) came in eleventh place, using training and market dynamics workshops through education and development, with an arithmetic mean of (4.21) and a standard deviation of (0.90), which reflects the importance of training and holding workshops.
Paragraph (10and 2) came in twelfth place, communicating with the world to provide distinguished skills through access to markets, with an arithmetic mean of (4.20) and a standard deviation of (0.89), which reflects the importance of communicating with the outside world to provide expertise.
Paragraph (11) came in thirteenth place, developing the efficiency of resources to generate knowledge and comprehensive understanding, with an arithmetic mean of (4.17) and a standard deviation of (0.77), which reflects the importance of the necessity of developing human resources.
Paragraph (6) came in thirteenth place, Developing and marketing agriculture through knowledge, mean of (4.11) and a standard deviation of (0.94), which reflects the importance of using training.
Paragraph 5 ranked fifteenth. Using skills, experience, and sustainability to analyze and address problems. It has the lowest mean, with a mean of 4.11 and a standard deviation of 0.94.

DISCUSSION AND CONCLUSION

1- This study aims to define the conceptual framework of training and its relationship to the agricultural value chain, and to examine various training approaches to motivate stakeholders in the agricultural value chain to adopt new methods of value capture in Anbar Governorate. The study adopts a theoretical approach, relying on Michael Porter's value chain model. The research population included managers, experts, and specialists active in the field of agricultural marketing. A combination of non-probability discretionary sampling and consecutive sampling was used, where selected individuals recommended other experts who met the aforementioned criteria to the researcher. The sample size was determined based on theoretical saturation, which was achieved with twelve participants.
2- The data collection tool was semi-structured interviews. At the beginning of this stage, an interview protocol was developed in collaboration with the participants. During the individual interview sessions, the researcher explained the purpose of the study and encouraged participants to share their opinions based on their experiences and expertise without bias. After the data collection process, interviewees were asked to confirm the accuracy of their .
3- The response rate for the study was The response rate for the study that 34.5% of clients have at most a high school diploma, followed by 65.5% who have a diploma, meaning that most of them have an average educational level.
4- - The response rate for the study was The response rate for the study that 49.9% of clients Less than 1000$ at most, followed by 47. 8% with 1000-1500 by others with a percentage of 3.25, 1500-2000 the study sample are Less than 1000$.
5- - The response rate for the study was The response rate for the study above, it is clear that 100. % of clients Iraqi.
6- The table shows the arithmetic means ranging from (4.58 - 4.11). The highest arithmetic mean was for item (4), "Using training and guidance methods to develop and address problems." The arithmetic mean was 4.58, and the standard deviation was (0.68). This indicates a high degree of agreement, reflecting the extent to which training and the use of modern methods can solve problems.
7- Then comes paragraph (8) in second place which states (earning good and excellent income through excellent business and financial management) with an arithmetic mean of 4.49 and a standard deviation of (0.71.)

5-4 Recommendations

1- incentives for farmers who contribute to the development and improvement of the agricultural institution's performance and progress.

2- The need to provide the necessary financial resources to encourage the training process for farmers.
3 -Providing training programs in accordance with international standards, specifically designed for young farmers, especially those with a diploma in agriculture, in Anbar Governorate.
4- Holding seminars and workshops on the mechanisms of training programs provided to farmers.

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