Market Intelligence Tools For Improving Decision-Making In A Textile Company

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Abstract - *Nowadays, companies are encountering more and more challenges to maintain themselves because the market is increasingly competitive. And because of this, conventional strategies are no longer sufficient and may not meet expectations, leading the company to lose its competitive position in the market. It is necessary that the company makes use of market intelligence to obtain better results. Market intelligence provides managers with a vision for the future, based on the continuous collection and analysis of general data and information, The management of prospective scenarios being one of the key strategic tools of this intelligence. The research sought to demonstrate the importance of applying Market Intelligence tools for strategic planning in order for the company to gain a competitive advantage and pursue its goals. A study was conducted in which it was analyzed as the information, when well demonstrated, is of fundamental importance for the more assertive decision-making.*
In an analytical way, we arrived at a fairly complete and simple analysis, where the main information was demonstrated, and can thus be quite important in the market that is increasingly competitive.

Keywords: *Decision Making. Market Intelligence. Competitive advantage.*

I. INTRODUCTION

The scenario in which companies are currently inserted is characterized as a constantly changing environment: with technological advances and agile information sharing, they have consolidated an uncertain future. Globalization has narrowed the relationship between the populations of different countries, their cultures and their economies, and "undid" the borders. This directly induced the survival of companies and their competitive environment. Because organizations are more sensitive to change, they need to be prepared for both the most qualified market entrants and the changes of the future.

Market intelligence based on the construction of prospective scenarios is the strategic tool that makes it possible to distinguish in the long run the future alternatives that the company may face

and in which segment it must invest, so that it can outpace its competitors.

The work done seeks to demonstrate the importance of carrying out the company's strategic planning with a view of future scenarios. The company studied was Companhia Industrial Cataguases, a company that works in the textile industry nationally and internationally.

With today's goal of companies constantly seeking profit and growth, Market Intelligence can be a great ally for this, as based on information on market trends, helps in making decisions more assertively, seeking to minimize errors in the market. decision making.

With the information passed on correctly, the tendency is to minimize the loss and even increase its competitiveness in the increasingly dynamic market.

The competitiveness of companies in recent years has been considered a key factor for the vitality of organizations and the analysis of strengths, weaknesses, threats and opportunities has become a fundamental tool for this process to happen. (FERNANDES, et al, 2013). This research aims to demonstrate market intelligence tools used to demonstrate information to improve strategic planning based on company history and future prospecting, demonstrating the importance for any organization to use market strategy for competitive advantage and, thus, improve your results.

The purpose of this article is to extract company data through Qlikview platform and with the help of Microsoft Excel tool, develop graphs and tables, to perform analysis using BCG Matrix to classify your products according to sales history and Swot Analysis to minimize the errors in the decisions to be made.

II. LITERATURE REVIEW

A. IMPORTANCE OF MARKET INTELLIGENCE FOR COMPETITIVE ADVANTAGE

Nowadays companies are experiencing a moment of high competitiveness in face of the current market situation. Set in a scenario in which

globalization has been eliminating physical boundaries and bringing potential competitors worldwide, companies have achieved great market opportunities. There is a scenario of fundamental technological advances in which companies have realized the need for strategic management to adapt to new economic realities and survive in a highly unstable market.

It is noticeable that the competitive scenario is changing faster and faster, it is necessary to get new knowledge, make new plans to acquire sustainable competitive advantages, with the idea of avoiding copying competitors.

"According to the new dogma, rivals can quickly copy any market position and competitive advantage is temporary at best" (PORTER, 1996, apud MINTZBERG et al, 2006, p. 34).

According to Hoskisson et al. (2009, p. 77) "fast-evolving technology and increasing globalization make it increasingly difficult for companies to develop a competitive advantage that can be sustained over a long period". It is noteworthy that companies need to achieve their own characteristics to stand out in the market, as in the midst of all technological advances.

Market intelligence and analysis of their internal and external environments make companies always look for a competitive advantage that is hard to imitate and that lasts as long as possible.

For Carvalho (2014), a Competitive Intelligence System, seeks to understand competitive challenges, that is, most of the time is looking at the world outside the company. With this, we can clearly see the relationship between information management, knowledge management and competitive intelligence.

B. MARKET INTELLIGENCE IN THE COMPANY'S LIFE CYCLE

Lack of information about the environment and its competitors is known to be one of the factors that affect the survival of companies.

According to Castro and Abreu (2006), an organization that is in the early stages of its operations has, in uncertainty about the competitive environment, the main difficulty to be faced in the decision-making process. For this you should always be looking for more complex methods so that the information correctly and correctly, so that decision making is assertive, thus minimizing the error in decisions.

III. METHODOLOGY

The study was conducted in a textile company, located in Cataguases, with a tradition in the production of cotton fabrics, recognized worldwide for its quality in products and that has been improving its analysis through Market Intelligence tools, for greater assertiveness. your decisions.

Research was conducted through National Literature Review, performing analyzes from data extracted from the BI platform used by the company.

The work was performed descriptively, collecting data on the Qlikview platform, with a period from 2017 to 2019 and transferred to Excel, for the application of BCG Matrix, generating bar and line graphs for better visualization of the Managers, so they can make the best decisions in which Segment, Market and Product to invest.

And with the same Excel tool, SWOT Analysis was performed for strong, weak, threat and opportunity demonstrations.

Previously the research was done simply and now a more visual tool with graphs and pivot tables will be adopted to improve the studies.

A. TOOLS USED FOR ANALYSIS

In this regard, Market Intelligence is a discipline primarily concerned with the intelligence gathering, analysis and dissemination processes and tools that enable employees to make quality and effective decisions. (GILAD; GILAD, 1998).

Given this conception, a series of changes and innovations impact and challenge society and market behavior due to the high competition in today's times. In order to be able to react to this market dynamics due to the noticeable increase in competitiveness, it is observed that Market Intelligence has gained strength in the academic and business circles due to its relevance to the process of elaborating competitive strategies, thus making it a great tool. importance to businesses.

B. QLIKVIEW

QlikView is a Business Discovery platform that provides self-service BI for all business users in the enterprise. With QlikView you can analyze data and use your data discoveries to support decision making. QlikView lets you ask, answer your own questions and follow your path to ideas, and lets you and your colleagues make decisions collaboratively.

In the Platform, data were collected from 2017 until 2019, in order to analyze the evolution or fall of the Segment served by the company, which are Male,

Female, Child, Magazines and Patchwork, and an analysis of the products that have greater sales representativeness, where they were separated and classified according to their history. Data extraction is offered through a Microsoft Excel spreadsheet, where the collected data were used in Microsoft Excel to create graphs and tables, since not all managers have access to this platform. Figure 1, demonstrates the Study area of the platform, where it is able to create spreadsheets, according to its need analysis.

Figure 1: Qlikview Study Area Source: Qlikview (2019)

C. MICROSOFT EXCEL

Excel is the best electronic spreadsheet creation platform. Many companies today survive based on use of these spreadsheets. Features include an intuitive interface and powerful graphing and calculation tools that, along with aggressive marketing, have made Excel one of the most popular computer applications to date.

According to Apostilando (2010), speed is one of the great advantages of spreadsheet programs. If the user makes a mistake or wants to modify the value of a cell, simply enter the correct value and all other values will be updated automatically.

The use of this tool aims to create bar and line charts to measure the indicators of effectiveness and profitability indicators, so that their presentation is very visible, in order to facilitate decision making.

Data were extracted from the Qlikview Platform, and with the help of Excel, charts and tables were created in order to improve the company's analysis, for reevaluation and planning of its products and segments.

D. BCG MATRIX

The BCG Matrix is a methodology created in the 70's that allows the graphical analysis of a brand's products in relation to their market performance. Your goal is to help make important decisions.

Along with Excel, the method will be implemented so that managers can make analysis faster and more assertive.

To begin the construction of strategic planning, it is first necessary to perform the portfolio analysis of the company, in order to relate the competitive position of the products offered with market trends. The BCG (Boston Consulting Group) parent company is named after the group that created it and allows the sales area to identify the possibility of growth of their products in the market or their acceptance with the market and their representation in the company's cash flow, to identify the crucial points for its maintenance in the portfolio.

The idealization of the matrix defines that the first quadrant groups the "star" products, which have high participation in a growing market and, therefore, should receive special attention to remain in the lead. In the next quadrant, the "Questions Marks" are uptrend products, but still little market share. These can become "star" if worked correctly. The products in the cash cow quadrant are the products that actually support the company's cash reliably, since they are those with stabilized sales in an already balanced market. And finally, the products in the "dogs" quadrant are the products that represent a small portion in a market with strong declining trends. These products, when they have no purpose for the company other than raising capital, should be removed from the portfol

3.1.4 SWOT Analysis

The SWOT technique is a tool used to do environment analysis. It is employed in strategic planning processes, assessment of the organization's situation and its ability to compete in the market. This technique contributes to the formation of competitive strategies by identifying the strengths and weaknesses, which are the internal factors of the organization, and the opportunities and threats, which are the external factors of the organization. (SILVEIRA, 2001, p. 209).

In strategic planning scenario analysis is of paramount importance to the life of an organization. Strengths, Weaknesses, Oppotunities and Threats (SWOT) analysis, which in its translation is strength, weakness, opportunity and threat, is a technique used for the management and planning of companies, whether small or large.

This tool will analyze the strengths, weaknesses, threats and opportunities of investing in a segment or a product, in order to grow the company strategically, allowing a strategic diagnosis of the company.

o Achieve goals and compete with other companies in the same segment.

IV. RESULTS AND DISCUSSIONS

To perform table 1, data from the Qlikview platform was collected, which helped in the assembly of charts with the help of Microsoft Excel, in order to

demonstrate the analysis in a more visual and intuitive way for managers to make their decisions

Table 1: Sales Performance by Segment

SEGMENT	2017	2018	2019	EVOLUTION	% REPRESENTATIVY	PRICE
MALE	4.104.032	4.445.944	4.453.641		49%	12,89
PATCHWORK	2.484.066	2.420.982	2.154.023		26%	10,91
CHILD	1.160.906	1.033.511	961.834		12%	13,80
FEMININE	613.034	699.613	489.790		7%	17,02
MAGAZINES	769.245	525.943	461.348		7%	10,91
SUM	9.131.283	9.125.993	8.520.637		100%	12,62

Source Own Author(2019)

It should be noted that the male segment of the company is the one that has the largest representation (49%) and should focus more on this segment, as it is the segment of the company that has the highest profitability. Another point to be analyzed is the Patchwork Segment. Despite the drop in sales, a survey was conducted on the website of Abit-Brazilian Textile Industry Association, which has been evolving since 2015 to date in Brazil.

A more careful study was conducted on the loss of sales force in the Magazines Segment, where this segment focuses potential customers (Lojas Renner, C&A, Lojas Hering and Lojas Riachuelo) where the main reason for the decline is Regarding the delivery time that is often missed, and because of this problem, is closely following orders, in order to meet the requirements imposed by these customers with much influence in the market.

Graph 1 shows the evolution more visually, with the objective of facilitating the demonstration of Table 1. In order to standardize this type of information to managers who use graphs more as a means of decision making.

Graph 1: Sales Performance by Segment
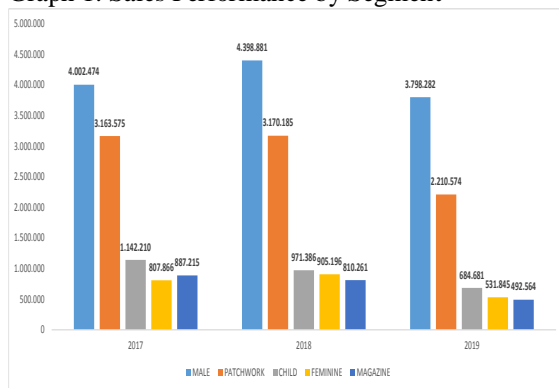
Source: Own Author(2019)

A. BCG MATRIX

According to Kotler (2000), the BCG Matrix, Growth-Participation Matrix is an analytical tool that aims to classify the products of a given company according to their potential. As such, it used the BCG matrix to define its top 10 products, which was

defined through sales performance analysis from 2017 to 2019, as shown in Figure 4, which represents 80% of the Company's sales, after This sales analysis made it possible to develop the portfolio study through BCG matrix analysis. Table 2 outlines the concept and the results.

Table 2: Analysis using BCG Matrix
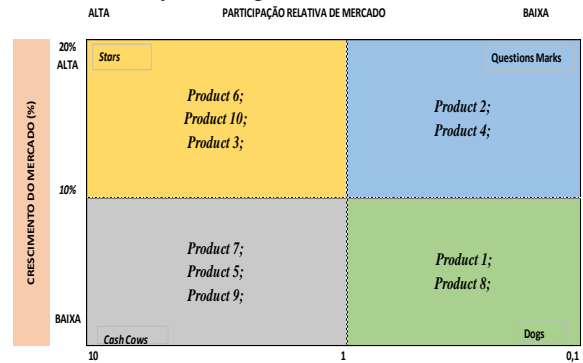
Source: Own Author (2019)

In table 2, it was assembled through analyzes performed by table 3, where each product was positioned in their respective quadrants, according to their sales history and representativeness.

And finally, products 6, 10 and 3, are the products that have been growing significantly, they are the ones that have the most competitiveness. • Yellow: These products hold a large share of a rapidly growing market and therefore have many competitors.

• Blue: These are products that are also in a market that presents opportunities for rapid growth, but still has a very small share of participation.

• Gray: Leading or leading products or services in a mature and moderately growing market.

• Green: That product that was its star in sales and no longer has a large share and is in a declining market.

Table 3: Product Sales Performance

PRODUCT	2O17	2018	2019	% Participation
Product 1	1.278.380	971.006	608.714	10,67%
product 2	379.861	408.844	408.991	4,47%
Product 3	876.603	941.802	1.022.476	10,61%
Product 4	505.508	506.675	491.470	5,62%
Product 5	577.097	580.413	558.954	6,41%
Product 6	949.653	985.607	1.074.282	11,24%
Product 7	365.251	408.844	408.991	4,42%
Product 8	1.314.905	1.058.615	545.321	10,90%
Product 9	254.215	308.824	368.092	3,48%
Product 10	803.553	1.130.163	1.329.219	12,19%
OUTROS	1.826.257	1.825.199	1.704.127	20,00%
TOTAL GERAL	9.131.283	9.125.993	8.520.637	100,00%

Source: Own Author (2019)

Table 2 shows that products 1 and 8 were already the products with the highest sales representation of the Company and that over the years, it has seen its decline noticeably.

Products 2 and 4 are products that, due to their growth, still have very small market share.

Products 7, 5 and 9, as shown, are products that are already well-defined, and their growth has been non-significant.

B. SWOT ANALYSIS

In order to help the company's strategic positioning, facilitating decision making, the matrix was divided into 2 analyzes (Internal Analysis and External Analysis), as shown in Figure 5.

Table 4: Swot Analysis

		EXTERNAL ANALYSIS	
		OPPORTUNITIES	THREATS
INTERNAL ANALYSIS	FORCES	PRODUCT QUALITY COMPANY LOCATION PRODUCT DIFFERENTIATION CUSTOMER SERVICE CAPACITY	REDUCED TEAM EMPOWERMENT TRAINING INNOVATIVE PROFILE COMPETITION KNOWLEDGE
	WEAKNESSES	STRATEGIC ALLIANCES PRICE COMPETITION AVAILABLE RESOURCES ACESS TO INFORMATION	NEW TECHNOLOGIES EXPANDING MARKET AMOUNT OF COMPETITORS MARKET SITUATION

Source: Own Author (2019)

To carry out this work, we identified some important points for the growth of the company and made a study through the Swot Analysis and separated according to the internal analysis (Forces and Weaknesses) and external analysis (Opportunities and Threats), detailed below:

INTERNAL ANALYSIS

Second (SILVEIRA, 2001, p. 209), generally the internal environment is defined as the one over which the company has control. That is, there is how to act on it. It is in this domain that you will find the strengths and weaknesses of your company.

• Forces (Blue Quadrant): Elements and characteristics of your internal environment that represent an advantage over your competition. These characteristics help the company achieve its objectives satisfactorily. Where the items allocated in this quadrant are items that is of great importance for the achievement and loyalty of their customers.

• Weaknesses (Green Quadrant): Elements of your internal environment that disadvantage your business from competition are your weaknesses. These characteristics hinder the company in achieving its goals. These are items that have been identified as threats to the company and, as a result, there was work to improve these items.

ETERNAL ANALYSIS

However OLIVEIRA (2001) defines that External Points aims to study the relationship between the company and the environment in terms of opportunities and threats. Factors over which the company has no control, such as climate, interest rate, changes in legislation, exchange rate, natural disasters, environmental policies, wars, embargoes, etc.

• Opportunities (Purple Quadrant): External factor that creates a favorable scenario for the company. Factors to be analyzed to potentialize in relation to competitive advantage.

• Threats (Red Quadrant): Any elements or conjunctures that create an unfavorable environment for the company. Factors that must be followed, as they may adversely affect competitive advantage.

V. CONCLUSION

The present work addressed the importance of using Market Intelligence Tools for proper decision making. It was noticeable that the use of the same is able to improve the company's productivity and thus achieve its objectives satisfactorily, making the company able to invest in points and products, which will help in the market growth and improve points that still hinder its growth.

Data were extracted from the Qlikview Platform, and with the help of Excel, it was possible to generate graphs and tables, where the BCG Matrix was created, to analyze the sales history of the products that are more representative, thus being able to create the matrix, allocating products according to their quadrant, according to their selling characteristics. And with the help of Swot Analysis, was able to identify the company's strengths, weaknesses, threats and opportunities based on internal analysis (strengths and weaknesses), factors that can be controlled by the company, where with proper analysis is able immediate improvement and external analysis (threats and opportunities), which are factors that the company is unable to control but closely monitored, can be minimized.

Given the study, Swot Analysis, was the tool with greater results for the company, given that its application can improve all strategic points of the company, such as factors such as product quality, competitive price, customer service should be that other aspects such as competitive knowledge, team training and innovative profile have been stimulated for the company's growth.

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