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Designing a Smart Model for Managing Iranian Chain Stores Based on Business Intelligence (Case Study of Proma Chain Store)

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Abstract:

When an organization operates in a highly competitive environment, evaluating the effectiveness of business intelligence systems plays a vital role in better understanding the value and effectiveness of management and investment activities. The purpose of this study was to design a model for smartening the management of Iranian chain stores based on business intelligence, studied by Proma chain store. In this regard, by reviewing the literature and research background, the research model consisting of the concepts of business intelligence, stores, marketing and sales, consumer behavior and organizational agility was examined and according to research conducted by chain stores and companies. A provider of business intelligence tools, a model was implemented and studied in the Proma chain store. The main concern of most chain store managers is to increase the volume of business data and how to analyze it. It will help chain store managers by providing specific dashboards in different areas of the store in order to make rational decisions based on real data.

Keywords:

Intelligence Model Design, Iran Chain Store Management, Business Intelligence, Proma Chain Store

1. Introduction

The environment in which organizations currently operate is becoming increasingly complex, and the environmental factors of the business are putting pressure on them. Time decision making is the most important management activity in the organization and making accurate and timely decisions is considered a condition for the survival of the organization in the business environment. These decisions require the presence of technology such as business intelligence in the organization to help managers better

understand the data and make the right decisions. After the necessity of having business intelligence systems in the organization, choosing the appropriate strategy and tailored to the needs of the organization and identifying and applying the effective factors in the successful manufacturing process of such systems, so that they have the most efficiency are very highly important.

1.1. Statement of the Problem

In today's business world, the rise of chain stores, the variety of goods, and the increasing consumer awareness and information about purchasing have doubled the need for business management intelligence. The increasing volume of business information in various areas of finance, manpower, processes, sales, customers, competitors and supply chain has led business owners to use the basic concepts of business intelligence and intelligent diagnostics.

Wang et al. [1] examine customer flow analysis in a physical retail store. Customer flow analysis helps retailers understand the actual behavior and direction of customers in their store, including food, visit areas, customer routes, stop time, or loyalty.

In 2008, Al-Bashir and colleagues evaluated the effects of business intelligence systems on business management and examined the relationship between business process and organizational performance. Business intelligence systems provide the ability to analyze business information to support and improve management decisions across a range of business activities [2].

Business intelligence and business intelligence is a structured architecture that can be used in different dimensions and as used by successful companies such as Wal-Mart, Tesco, Metro, Walgreen and Carrefour in different layers of business. Have achieved significant success and can also be used in small retail industries [3].

In order to study and diagnose the retail industry, the mission and vision of the start-up organization and strategic goals, key performance indicators, necessary rulers and evaluations and process optimization are used to improve the current situation.

Business intelligence and diagnostics in this research are done in five perspectives "financial, processes, sales, human resources and supply chain" to increase customer satisfaction, profitability growth and financial sustainability.

We gave an overview of Iranian chain stores and asked the elites of the retail and business intelligence industry to provide a comprehensive model for smartening the management of Iranian chain stores based on business intelligence, and of course in the case study of the launch analysis, we put the implementation of the template in the Proma chain store on the agenda.

1.2. Importance and Necessity of Conducting Research

Managers of chain stores and even managers of other industries, after the implementation of office automation, were financially thinking that by having reports from their different units, they would overcome all the problems, but they came to the conclusion that retrospective reports and views The island of this management model will not solve their decision problems and the most important problems still remain and need a new attitude and thinking to analyze and analyze all business data at a glance, so business intelligence is this opportunity. Provided vital to business stakeholders.

Due to the increase in the volume of business data, increasing the awareness of the audience, the presence of informed competitors, rational decision making and in the moment increases our need to be aware of all the assets and capabilities of the business. Geographical dispersion, different and different behavioral patterns of customers in different regions, suppliers and employees with different organizational behaviors, the experience of industry leaders in different parts of the world, owners and stakeholders of this industry to be equipped in this area and what equipment Better and more valuable than business intelligence. The following is a model for smart store chain management, a model that takes into account different areas to help store management in decision-making and intelligence, and senior managers at different levels based on real business data Decide for yourself. This model monitors the management of chain stores in five perspectives, based on critical industry standards. Chain store managers can evaluate targeting in two parts compared to annual targeting and in comparison with the average targeting of the past three years. This model is changeable and can evaluate more indicators at different levels.

For senior executives who make strategic decisions, providing a big picture of the green or yellow or red of chain stores helps them to make sensible decisions in their actual position and not get involved in activities or wait for reports from different units. Provide analytical dashboards for analyst middle managers. These items can be implemented for all chain stores up to low levels, even at the sales level and purchase order at the seller level. This template is also capable of diagnosing complications and using the actual data of that store, it can analyze various complications and make the management of chain stores intelligent. The combination of management concepts and IT creates a model for real business data to show decision makers to managers in the big picture called the dashboard or management dashboard, and managers make decisions based on facts.

Research goal:

The purpose of this study is to design a model for smartening the management of Iranian chain stores based on business intelligence.

Research question:

How can a comprehensive model for managing chain stores in Iran be designed and presented with business intelligence or business intelligence?

Research area:

Spatial realm of research:

The research area of the Proma chain store is considered.

Research time domain:

The time frame of the research is considered during the year 1397.

Thematic realm of research:

The present study seeks to design a model for smartening the management of Iranian chain stores based on business intelligence.

2. A Review of Research History

Abdi Hevelayi et al.[4], studied Predicting Entrepreneurial Marketing through Strategic Planning (Including Case Study).

Haj Abukahaki et al.[5], studied Identificaion and prioritization of effective indicators on optimal implementation of customer reiationship management in the insurance industry(including case study).

Taghipour et al.[6], studied Risk analysis in the management of urban construction projects from the perspective of the employer and the contractor.

Rezvani Befrouei MA et al.[7], discussed Identification and Management of Risks in Construction Projects.

Alamdar khoolaki et al.[8], studied Effect of integrated marketing communication on brand value with the role of agency's reputation .

Taghipour et al.[9], studied Analysing the Effects of Phisical Conditions of the Workplace on Employees Productivity.

Baghipour sarami et al.[10], studied Modeling of Nurses' shift Work schedules According to Ergonomics: A case study in Imam sajjad (As) Hospital of Ramsar.

Taghipour et al.[11], studied Supply Chain Performance Evaluation in IN The IT Industry.

Taghipour et al.[12], studied the Study of the Application of Risk Management in the operation and Maintenance of Power Plant Projects

Mahboobi et al.[13], discussed Assessing Ergonomic Risk Factors Using Combined Data Envelopment Analysis and Conventional Methods for an Auto Parts Manufacturer. occupational injuries are currently a major contributor to job loss around the world.

Taghipour et al.[14], studied Assessment and Analysis of Risk Associated with the Implementation of Enterprise Resource Planning (ERP) Project Using FMEA Technique.

Taghipour et al.[15], studied Construction projects risk management by risk allocation approach using PMBOK standard.

Taghipour et al.[16], studied The Evaluation of the Relationship between Occupational Accidents and Usage of Personal Protective Equipment in an Auto Making Unit.

Taghipour et al.[17], studied Necessity Analysis and Optimization of Implementing Projects with The Integration Approach of Risk Management and Value Engineering.

Taghipour et al.[18], studied Evaluating Project Planning and Control System in Multi-project Organizations under Fuzzy Data Approach Considering Resource Constraints.

Taghipour et al.[19], studied Implementation of Software-Efficient DES Algorithm.

Taghipour et al.[20], studied Risk assessment and analysis of the state DAM construction projects using FMEA technique.

Taghipour et al.[21], studied the impact of ICT on knowledge sharing obstacles in knowledge management process.

Taghipour et al.[22], studied Assessment of the Relationship Between Knowledge Managment Implementation and Managers Skills.

Taghipour et al.[23], studied Evaluation of the effective variables of the value engineering in services.

Khalilpour et al.[24], studied The Impact of Accountants Ethical Approaches on the Disclosure Quality of Corporate Social Responsibility Information an Islamic in Iran.

Taghipour et al.[25], studied Identification and Modeling of Radio Wave Propagation Channel in Industrial Environments.

Taghipour et al.[26], studied Evaluating CCPM method versus CPM in multiple petrochemical projects.

Soleymanpour et al.[27], studied Mathematical modeling for the location-allocation problem allocation of mobile operator subscribers' affairs' agencies under uncertainty conditions.

Taghipour et al.[28], studied Application of Cloud Computing in System Management in Order to Control the Process.

Taghipour et al.[29], studied Evalation of Tourist Attractions in Borujerd County with Emphasis on Development of New Markets by Using Topsis Model.

Abdollahzadeh & Taghipour [30], studied Identify and Priorize Suitable Area for Ecotourism Development using Multi-criteria Analysis for Development of the Tourism Market in Iran (Nathanz City).

Mirzaie et al.[31], studied The Relationship Between Social Bearing Capacities with Conflict as a Result, in the Perception of the Visiting Historical Sites.

Abdi et al.[32], studied the relationship between strategic planning with entrepreneurial marketing in the saderat bank of north tehran.

Abbasi & Taghipour,[33], studied An Ant Colony Algorithm for Solving Bi-Criteria Network Flow Problems in Dynamic Networks.

Sedaghatmanesh & Taghipour [34], studied Reduction of Losses and Capacity Release of Distribution System by Distributed Production Systems of Combined Heat and Power by Graph Methods.

Taghipour et al.[35], studied A Survey of BPL Technology and Feasibility of Its Application in Iran (Gilan Province).

Seddigh Marvasti et al.[36], studied Assessing the Effect of FRP System on Compressive and Shear Bending Strength of Concrete Elements.

Jalili et al.[37], studied Utopia is considered to be the physical form of an ideal human society where the goals are met.

Khodakhah Jeddi et al.[38], studied The Analysis of Effect Colour Psychology on Environmental Graphic in Childeren Ward at Medical Centers.

Taghipour et al.[39], studied discussed Insurance Performance Evaluation Using Bsc-Ahp Combined Technique.

Rezvani Befrouie A et al. [40], discussed the design of high-rise building with ecological approach in Iran (Alborz Province).

Torabi et al.[41], studied Implementation of hierarchy production planning model and its theoretical comparison with manufacturing resources planning.

Taghipour et al.[42], studied Investigating the Relationship between Competitive Strategies and Corporates Performance.

Taghipour et al.[43], studied The identification and prioritization of effective indices on optimal implementation of customer relationship management using TOPSIS, AHP methods.

Taghipour et al.[44], studied Investiged the Relationship between Competitive Strategies and Corporates Performance. Seismic Analysis (Non-Linear Static Analysis (Pushover) and Nonlinear Dynamic) on Cable-Stayed Bridge.

Taghipour & Moosavi.[45], studied A look at Gas Turbine Vibration Condition Monitoring in Region 3 of Gas Transmission Operation.

Taghipour et al.[46], studied The Impact of Working Capital Management on the Performance of Firms Listed in Tehran Stock Exchange (TSE).

Habibi Machiani et al.[47], studied the relationship between social responsibility and brand of companies listed on the Tehran stock exchange.

Asadifard et al.[48], studied a multi-objective mathematical model for vehicle routing problem considering the time window and economic and environmental objectives using the metaheuristic algorithm based on pareto archive.

Taghipour and Azarian.[49], studied The Impact of Extensive Quality Management on Human Relations (Case Study: Education).

Taghipour and Vaezi.[50], studied Safe Power Outlet.

Taghvaee yazdi et al.[51], studied The Impact of Intellectual Capital on Organizational Entrepreneurship (Case Study: Mazandaran Science and Technology Park)

Azarian and Taghipour [52], studied The Impact of Implementing Inclusive Quality Management on Organizational Trust (Case Study: Education).

Azarian et al.[53], studiedThe Effect of Implementing Total Quality Management on Job Satisfaction (Including Case-Study)

Ghadamzan Jalali et al.[54], studied Explain the Relationship Between Intellectual Capital, Organizational Learning and Employee Performance of Parsian Bank Branches in Gilan province.

Tarverdizadeh et al.[55], studied Predicting students' academic achievement based on emotional intelligence, personality and demographic characteristics, attitudes toward education and career prospects through the mediation of academic resilience.

Taghvaee yazdi et al.[56], studied the relationship between implementation principles of implementation with organizational accelerations, ethical leadership and empowerment of managers (case study: employees of national banks in sari, district 1).

Khorasani et al.[56], studied the location of industrial complex using combined model of fuzzy multiple criteria decision making (including case-study).

In 2008, al-Bashir et al. Conducted a study examining the effects of a business intelligence system related to business process and organizational performance. They have developed a business intelligence system based on a proper understanding of system features in the form of processes. The results showed that in addition to decision making, business intelligence system can be used to improve the tactical and

operational process, supply chain, production and customer service. These new developments allow managers to access relevant and timely information for better and faster decision making. The benefits to business processes also reflect the current momentum in the development of business intelligence systems at the operational level, and organizations can reap the full range of benefits throughout their value chain [2].

3. Research Methods

This research is applied in terms of purpose and exploratory in terms of descriptive method.

The method of research is descriptive-exploratory. Descriptive-exploratory research describes and interprets what is and pays attention to existing conditions and relationships, common beliefs, current processes, tangible effects or trends in development. It is also applied according to the purpose of the research.

3.1. Society and Statistical Sample

A statistical population is a set of individuals or units that have at least one attribute in common. Study and research in the clothing, food, cosmetics, commercial complexes and chain stores in Iran include managers, sales experts and masters of business intelligence, for a total of 150 people.

The number of samples according to Morgan table was equal to 110 people.

3.2. Designing a Smart Pattern for Proma Chain Store

After studying the retail industry, business intelligence tools and researchers' attitudes in combining business intelligence and management tools in this

Management and Information Technology Meetings After examining the senior management’s attitude towards business intelligence and innovation and the amount of investment in this way, we will recognize the current situation.

Examining the attitude of senior management is crucial because it must support this innovation. Transparency of the business situation in different departments may face organizational resistance, so management leverage will be needed to implement in all areas.

In the first stage, we will identify the current situation, requirements, hardware and data infrastructure, databases and data storage in different units so far?

Drawing and describing the model based on the best store experiences to determine the continuation of the route:

Figure 1. *Drawing and describing the model based on the best store experiences.*

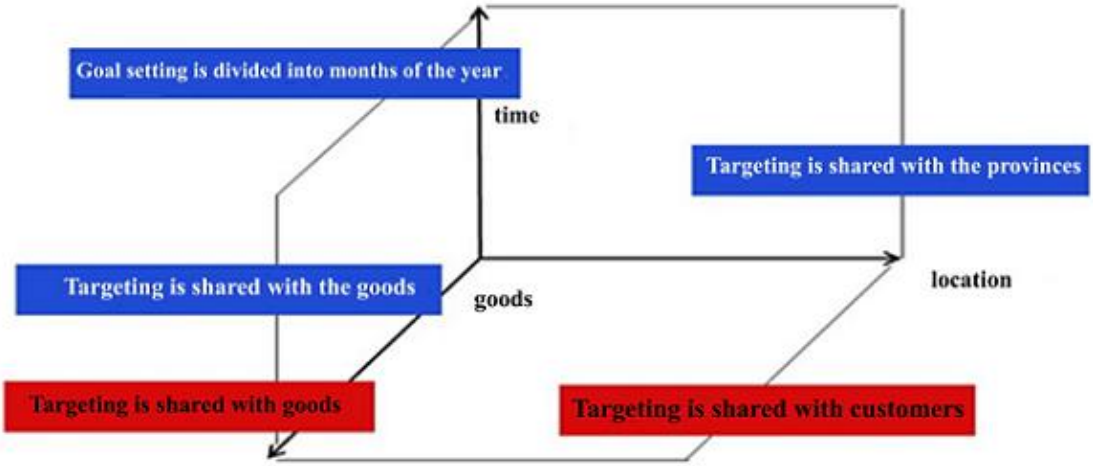

Figure 2. *Targeting in different dimensions of time, place, goods of chain stores.*

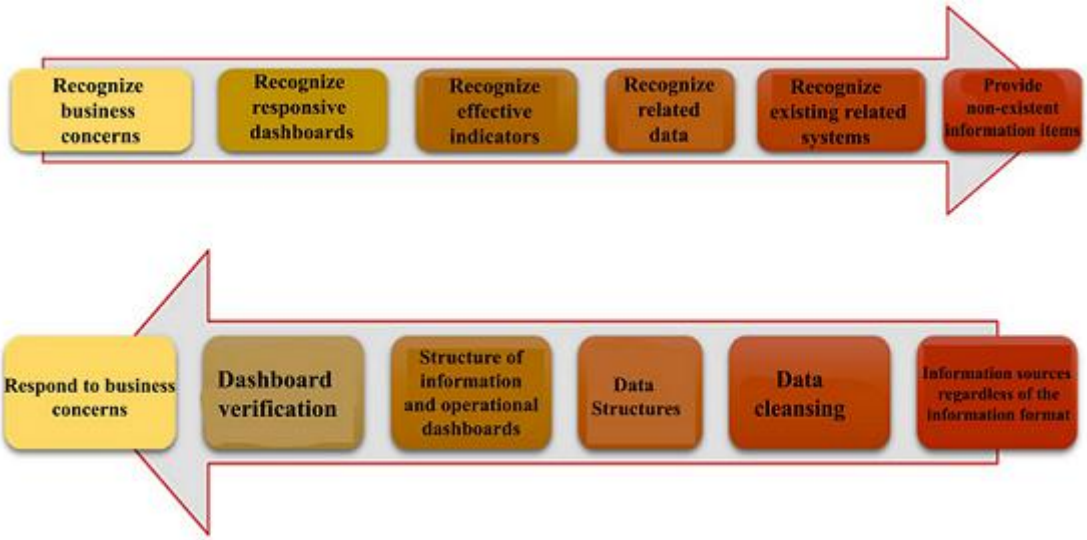

Figure 3. *Identify and implement key performance indicators of KPI Map strategies and related strategies in stores.*

Studying the business processes and plans facing the organization and strategic goals in different perspectives arising from balanced scorecards we obtain key performance indicators based on existing standards for each or several concerns.

It is better to focus on business concerns in establishing business intelligence, and in the first step, plan the problem-solving path and how to implement business intelligence by looking down. And in the second step, by looking down, he established business intelligence in the business. Our suggestion for businesses and chain store management is the first method, and the management view is important, and if the concern is not answered, we should examine the data sources, or if we face a shortage of data. Based on various process tools, turn qualitative data into quantitative to be exploited and visualized.

Because the goal of business intelligence solutions is not just to provide a software tool, but also to help store managers in different layers of business, especially senior management, to be able to see the right and make the best decision in the shortest time.

The important question in this perspective is: How do we manage the critical line between capital sleep and lost sales opportunity?

Planning and organizing the process of purchasing and supplying goods and services, so that the best choice is made with the highest quality and the most appropriate price for the organization, is a complex and time consuming activity.

The importance of procurement and procurement processes arises from the fact that procurement and procurement are in a continuous relationship with all parts of the organization, including procurement, finance, warehousing, personnel, production, maintenance, design and research and development, engineering, etc. Has a more or less active working relationship with all elements of the organization. Such relationships will become even more important when we know that the procurement department also acts as a reliable liaison and intermediary between the internal elements of an organization and many centers outside the organization. In addition to departments, many processes in organizations, especially in project implementing organizations, are interconnected by the procurement process.

Today, with the growth of technology, especially in the field of information technology, the nature of supply and procurement is changing rapidly, and society and organizations are increasingly affected by fierce competition, new business activities, quality, product and process design, focus and decentralization. Sees innovation, ensuring long-term product supply, etc.

Supply management dashboards are implemented to supply goods, and the purpose of these dashboards is that if you are the manager of the food industry product category and the visitor of supplier “A” comes to you, you can according to the amount of cash and commitments available. On the one hand, make the best decision about the sales rate, sleep and inventory, share of sales and profits, and finally the supplier score on the other hand, which is displayed on your dashboard. Obviously, management boards display the necessary warnings graphically based on the evaluations formed in its infrastructure, and there is no need for complex inference and instantaneous decision-making. The knowledge embedded in your data is displayed to make logical decisions in the moment.

Supplier clustering is a valuable topic in this area.Based on the method of receiving money, theft acceptance percentage, delivery time, variety of goods, logistics costs, logistics quality, profitable goods, fast goods, average sleep of goods in the warehouse

and sales area, etc. and shopping cart management in the axis of time and geography And valuable metrics that each can increase or decrease profits.

We can design related dashboards according to the goals we define in the organization. As an example, we can mention more dashboards to check suppliers:

• Supplier evaluation

• Suppliers and financiers

• Suppliers and profitability

• Special supplier desktop

"Supply and purchase" dashboards:

• Risk of not buying

• Purchase risk

Supplier management planning based on specific indicators of their evaluation can help to supply goods with strategic features of our stores. An indicator such as the account balance of each branch to the supplier can be a good answer for development planning.

Checking at a glance with visual cues helps managers evaluate stores based on predetermined metrics in a fraction of the time and make the best decision.

Assessing the profitability of suppliers for the company can help management to conclude futures contracts and the amount of discounts for customers. In this planning model, we can examine and plan the profitability of that supplier based on the product group, brand and even subgroup and product.

Knowledge-based analysis and strong planning can create a good platform for better supply of goods at the sales level and increase our bargaining power against providing and providing great promotions to customers, and this can be our competitive advantage over other competitors. Good buying leads to great sales.

One of the most suitable analyzes for purposeful planning of the company is the periodic evaluation of suppliers so that we can offer them quality goods and proper packaging based on the customer's taste. In this model, we can also provide the dashboard to the supplier so that the management concerns of chain stores are clear to the supplier and they can work together to remove possible obstacles and increase each other's profitability. An important feature that we can provide to suppliers to see the evaluations and help them increase the quality and provide the best services to ultimately provide diverse and optimal services to customers.

Creating a competitive environment in suppliers in increasing quality and reducing cost and speed in improving processes can bring us profitability. A special focus on improving supply processes makes customers happy to buy and enjoy our store space

Payroll management dashboard:

Elements in the human resources payroll chain chain stores will be displayed in this dashboard.

It is recommended to compare the same months in the previous year and the average of the last three years in the dashboard to provide expert advice based on real data.

Expense management dashboard:

Undoubtedly, the main concern is not the CEO of chain stores, but inefficient cost management can be the main reason for the bankruptcy of chain stores. For this reason, the cost management dashboard is crucial.

Cost control should be done for all stores and can be compared with the index that was announced at the beginning of the fiscal year at the beginning of the fiscal year on a monthly, quarterly, semi-annual and annual basis, and deviations with pre-planned colors. To be displayed.

This dashboard manages costs in a multi-dimensional way:

• How is cost management compared to budget (budget deviation management)?

• What expenses are diverted from the budget in which geographical area, when and in which stores?

• What expenses are diverted from the budget in which geographical area, when and in which services or goods?

• In which stores is the most critical cost?

Which cost centers are a management priority?

gained results :

• Accurate cost management in different stores

• Accurate management of costs in goods and services

• Profitability growth

Consumption resource management dashboard:

One of the main concerns in the financial management of chain stores is the concept of resources and expenses, the management dashboard of which allows rational decisions at the moment.

Profit and loss statement dashboard:

In this dashboard we can find out which of the stores has earned or lost money during the year. Store Performance Evaluation Report. Profit and loss statement is very important for investors and creditors compared to others.

It is recommended that the forms of stores in different cities be evaluated with each other as well as with themselves in different years.

Earnings management dashboard

The earnings management dashboard displays the goodwill of stores and targets supply and sales.

What goods to buy for when and where and when and where to offer.

By taking advantage of profit and loss statement dashboards and identifying key items in it, we can have the best possible realistic futuristic analysis.

Cost analysis of goods, services in different stores and general management of stores

• Analysis of operating income from rising prices, sales and cost

• Analysis of administrative and general expenses after possible increase or decrease of employees' salaries, transportation and marketing expenses

Cost analysis of goods, services in different stores and general management of stores

• Analysis of operating income from rising prices, sales and cost

• Analysis of administrative and general expenses after possible increase or decrease of employees' salaries, transportation and marketing expenses

• Financial analysis of financial cost management resulting from receiving a loan or changing interest rates

• Analysis of non-operating income and expenses due to changes in interest on bank deposits and foreign exchange receivables

One of the main applications of profit and loss face dashboards in smart chain store management:

• In setting and formulating various targeting in different units and forecasting costs and sales

• In preparing asset depreciation tables, increasing debt and entering cash flows in efficient store management

• To extract important items of the company such as operating income, including; Sales, commissions, dividends, guaranteed profits, net and gross income and royalties.

• Assisting strategic store managers in identifying the direction of company policies regarding cost and revenue. Chain store management policies in this regard can be a conservative or aggressive strategy.

• To compare stores, we can compare costs with the costs of similar companies in an industry after extracting costs from profit and loss.

• With the help of financial dashboards, financial managers will accompany other managers at different levels and the negative view of retrospective financial managers will become their added value in order to advance organizational goals.

4. Conclusions

After studying the companies providing business intelligence tools, chain store companies using the concepts of business intelligence and Proma chain store in Iran, we came to the conclusion that business intelligence concepts in all chain stores using Business intelligence is the same, and differences in attitudes, creativity, definitions, and regional, geographical, ethnic, and cultural concerns lead to the use of many different dashboards and infrastructures.

A combination of approaches offered by companies and chain stores, along with the powerful Tablo Business Intelligence software, has been implemented in the Proma chain store using the "Ralph Kimball" model and the five-layer “In Lee Ong” model. The different layers of business intelligence in the following forms are very clear and tell business facts.

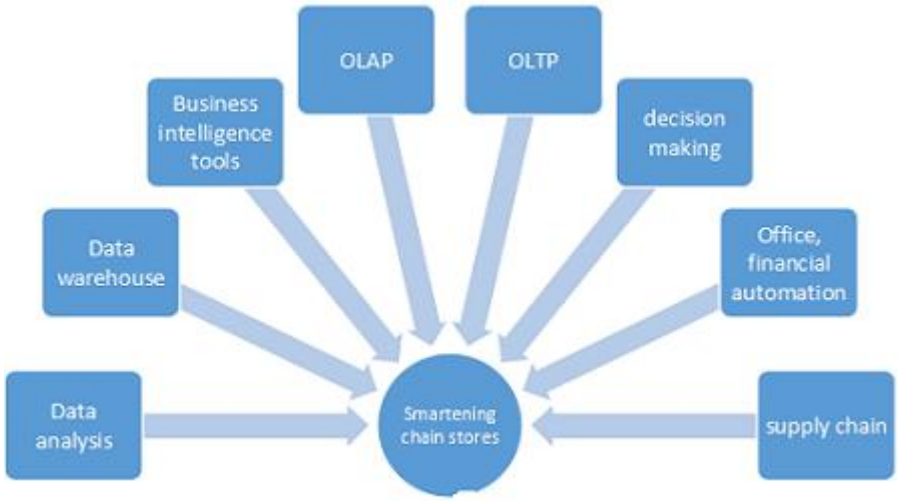

Figure 2. *Process optimization by implementing business intelligence in chain stores.*

After targeting and program-oriented the pillars of chain stores, processes are improved and agility in stores becomes more transparent.

By holding management meetings in recognizing the current situation and identifying the attitudes of business owners and managers, existing concerns, future plans, business situation, human resources, market position, sales share, infrastructure, automation system, goods and its diversity, maintaining business data, warehouses, sales areas, divisions, etc. Finally wants to achieve a strategic dashboard for senior management of the organization, that manager, without the need for quantitative data and boring and full tables From the numbers to be able to see the result in the fastest possible time.

5. Future Suggestions

Regarding the future research proposals, the following can be raised:

• In the first step, it is recommended that a similar study with similar variables be conducted by a trustee and with the employment of sufficient labor force at the international level.

• It is suggested to measure the difference between managerial and information technology perspectives regarding the implementation of business intelligence in businesses.

• It is suggested that the combination of business intelligence, artificial intelligence and marketing management be considered in order to attract customers.

• It is recommended that the smaller influential variables, which were hidden within the macro variables of this study, be evaluated in a study to determine which variable is superior to the other and to prioritize the variables.

• Integrated data mining and neural networking techniques can be used to determine and predict the impact of each of the effective layers on the design of the smart store model.

• Future research can use clustering algorithms, association rules and customer classification in designing smart store models.

• It is recommended to use a combination of business intelligence and tools to monitor the number of customers entering the stores.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this article.

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