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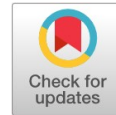


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# THE ROLE OF THE DASHBOARD IN IMPROVING MARKETING DECISIONS IN THE ALGERIAN ECONOMIC FIRM

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**Abstract.** The main aim of this study is to highlight the role of the dashboard in the company's management through its characteristics, such as status, content, presentation, periodicity, consistency, and quality of the dashboard. These characteristics play a great role in the improvement of decision-making in the marketing mix. According to a practical study on 103 financial companies in Algeria, the work concludes that the characteristics of the marketing dashboard have a significant influence in explaining the effectiveness of decision-making on the level of immediate marketing changes in these companies. Among the most important results is that Successful implementation of the marketing dashboard system depends on the effectiveness of the marketing information system in providing information in a timely and continuous manner that ensures updating the marketing indicators with new data and regularly monitoring the evolution of competitive environment variables. As a result, there is an integrative relationship between the marketing information system and the marketing dashboard, and it ensures that its users interact with the reality of the situation and can quickly understand what is going on. It is composed of a set of indicators, which measure quantitative objectives through financial and non-financial indicators and qualitative and even external data in line with officials' needs to predict and adapt to future changes. This study will attempt to develop several performance indicators for each dashboard feature.

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## INTRODUCTION

After the changes in the national economy resulting from the transition from the centrally planned economy to the market economy, and with the intensification of competition between institutions in various sectors, it was necessary to think of a new method to help them to meet this challenge.

The key to the success of any product, and, therefore, to any institution is the consumer, as it would be better if it started from the consumer as long as the product ends up, and this approach was the birth of the real science of marketing, which is the consumer's main focus, where this step has taken a wide stride placed on the science of hand if not in some areas.

In a highly competitive environment with a stunning technological development, the organization has to focus its efforts on marketing activities by conducting extensive field research and studies to identify the market opportunities available in the market and to make appropriate and timely decisions in an integrated manner that satisfies the needs and desires of consumers and achieves the planned objectives of the institution. Among the difficulties facing economic institutions, what reduces their market share each time is the speed of marketing decisions.

The quality of the dashboard (Kerzner, 2017) comes from the quality of its information derived from the information systems in the organization so that the credibility and timely arrival of information will help the officials to take the necessary steps to achieve the objectives, especially in the field of marketing, which is characterized by complexity and instability (Kerzner, 2017). Especially if it is a reaction to the marketing process of one of the competing institutions or a strategic choice or a problem in the marketing process of the institution in itself, which requires the presence of a dashboard that contains appropriate marketing indicators and highlight which requires diagnosis and correction before it is too late (Fernandez, 2011).

So, we can raise the following problem: How effective is the use of the dashboard by Algerian economic institutions to improve marketing decision-making?

And from the research objectives is to identify the use of Dashboard in Algerian institutions and to raise the ambiguity about using this tool in the marketing service. The research gap is that it will try to develop a number of performance indicators for each characteristic of the dashboard by designing a ques-

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tionnaire containing a number of paragraphs that measure those characteristics.

**LITERATURE REVIEW**

**The Concept of the Dashboard**

The idea of the dashboard emerged in the 1930s in the form of follow-up of ratios and data necessary to allow the leader to follow the direction of the organization towards the specific goals, and by comparing the ratios obtained and the standard ratios. To develop this term in the United States of America in 1948, America in 1948, it was implemented by the institutions that are based on the system of forecast management. This tool has different names in the “management Table”, “monitoring schedule”, “dashboard”, etc. However, most of the definitions given by the tool have one meaning.

Fernandez (2011) introduced the dashboard as it provides the driver with all the information necessary to make the right decisions in terms of fuel level, speed of the vehicle, the brakes that can stop the vehicle, the condition of the road, the condition of the doors, and the driver looks at his car system By dashboard is a necessary system for measurement (Fernandez, 2011; Intan, 2015; Visser, 2016 ). Selmer (2003) defines it as “a structured encrypted communication tool in the organization that contains a set of financial and non-financial information on performance and the extent to which the objectives are achieved”.

Leroy and Lochard (1998) explained that it presented a summary of the management indicators that allow the process to

follow up on achieving the objectives of its unit and to submit reports (Bizon, 2016; Leroy & Lochard, 1998). Gervais (2000) defines the dashboard as an information system that allows for constant and quick knowledge of the data necessary to monitor the organization’s short-term performance and the performance of responsible.

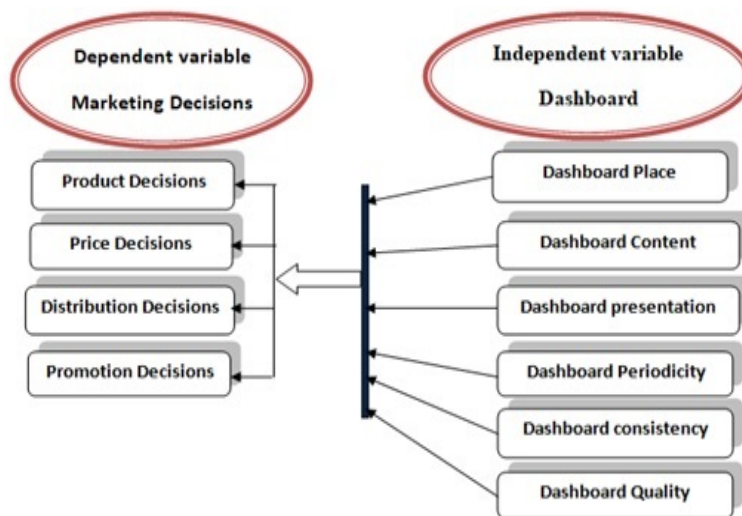
Through these definitions, it is possible to say that the dashboard is a management tool aimed at providing officials with the real status of the institution at a given time, and measuring the deviations present for the predictive position by a set of important and appropriate indicators. The dashboard also collects accurate and detailed information about each activity in the organization in order to take corrective actions that are appropriate for the internal and external environment of the institution. This is a comprehensive and detailed presentation of most of the important information used by responsible to optimize the use of the material and human resources available to them.

**THE METHODOLOGY AND MODEL**

**Study Model**

The aim of this study is to identify the role of the dashboard in improving marketing decision making through the decision-making methodology. To achieve this objective, based on the literature of the subject and previous studies, a model was constructed to clarify the relationship between the independent and dependent study variables, as shown in Figure 1:

**FIGURE 1**  
**The Study Model**



Dashboard place: The importance of the dashboard in the management of the organization, the extent to which the management of the object objectives, the importance of the practical officials and the look of the workers and their role in drawing

the attention of officials (Ambler, 2006).

Dashboard content: The diversity of financial, non-financial, quality, and external indicators, as well as the clarity of the information provided and its ability to know the overall perfor-

mance of the unit (Pauwels, 2015).

**Dashboard presentation:** The presentation of the dashboard and respect for its general shape, showing the actual and expected performance and then the deviation between them, the use of curves, graphs, ratios, colors, recommended (Pauwels, 2015).

**Dashboard periodicity:** The extent to which the parties concerned have complied with the timelines for updating information, the duration of their preparation and their adoption of the software that facilitates this, and the method of sending it internally.

**Dashboard consistency:** Its role in communication between the various units, the extent of the principle of vertical and horizontal coherence, and the involvement of field officials in the preparation, consistency and interconnection between different units of the institution.

**Dashboard quality:** The quality or accuracy of information in the dashboard through the availability of an effective information system in the organization, and the management of its reliability and non-conflict and the provision of all physical and human requirements and software (Miller & Cioffi, 2004).

**Marketing decisions:** These decisions include those relating to the quality of the commodity and product specifications and determine which markets will be dealt with distribution channels reaching the market, also including decisions regarding product packaging and pricing, and to do publicity and promotion programs (Ismail, 2011; Manirojana, 2016).

**Product decision:** All decisions relating to the beginning of identification of the product problems related to the product early (Problem in product quality, problem in the packaging, to provide a new competitor product...) and the availability of

information on it, and then take the appropriate decision at the right time and the level of satisfaction in this area of decisions after its implementation.

**Price decision:** All decisions relating to the price of the beginning of the early identification of problems related to pricing) High price, the use of methods of attractive pricing by competitor, in the forms of discounts granted to...) and then provide options through the existing information and the extent of satisfaction with the results.

**Distribution decision:** All decisions regarding the distribution of the beginning of any adjustment problem for distribution (unavailability of product in certain areas, damage to transport products, problem with the distributor...) and to take the necessary speed and the extent of satisfaction.

**Promotion decision:** All decisions related to promoting the start of a rapid identification of any problem encounters for elements of mix promotion (profitability promotional operation, duration, the problem with the agency publicity, frequent claims of the sales force...) and also provides information that allows decision-making in a timely manner then measure the level of satisfaction on these decisions, as well as to anticipate promotional offers to competitors (Ahi, Baronchelli, Kuivalainen, & Piantoni, 2017).

**Application Side**

**Main hypothesis:** There is no significant effect of statistical elements of the dashboard combined (the dashboard Place, dashboard content, dashboard Presentation, periodicity dashboard, consistency dashboard, the quality of the dashboard) on the elements of decision making marketing combined.

**TABLE 1**

**Step by Step Regression Coefficients Values**

Model	Coef No Standardizes		Coef Stand		Sig.	R <sup>2</sup>
	$\alpha$	Er/st	Beta	t		
Constant	1.017	0.186		5.45	0.000	
Place	0.097	0.044	0.088	2.20	0.32	0.594
Content	0.136	0.056	0.101	2.43	0.20	0.586
Periodicity	0.341	0.074	0.299	4.60	0.000	0.502
Consistency	0.92	0.045	0.073	2.06	0.44	0.600
Quality	0.250	0.059	0.264	4.21	0.000	0.579

As is evident from the results contained in the Table 1, the test values of Student *t* calculated for the following variables: Periodicity, dashboard quality, dashboard content, the dashboard's place, the consistency of the dashboard, reaching respectively 4.604, 4.217, 2.436, 2.206, 2.064. The moral values at the level of significance  $\alpha \geq 0.05$  and from that we conclude the following: Rejection of the null hypothesis, which states that no

statistically significant effect is for the elements of dashboard in decision-marketing, and acceptance of the alternative hypothesis, which states that: There is a significant effect of statistical elements of the dashboard on decision-making and marketing of it.

The equation becomes:

$$y = 1.017 + 0.097x_1 + 0.136x_2 + 0.341x_3 + 0.092x_4 + 0.250x_5$$

And based on progressive regression analysis (stepwise), the importance of each independent variable to an end in the mathematical model is determined, which represents the effect of the elements of the dashboard on making marketing decisions, which shows the order of entry of independent variables in the regression equation. The periodicity of dashboard explains that there is 50.2% of the variation in the dependent variable. It entered the quality of the dashboard where a variable explains with periodicity 57.9% variation in decision making catalog, then entered a third of the dashboard where he explained with former variables 58.6% and the fourth position of the dashboard income management to explain the previous three ingredients 59.4%. Then he entered the consistency of the dashboard to explain with the previous 60% variables and came out of the progressive multi variable regression equation to provide the dashboard on the grounds that it is weak statistically significant variable.

More accurate analysis will test sub hypotheses emanating from the hypothesis:

Hypothesis 1:

H0: There is no effect of statistically significant independent variable dashboard (the dashboard's place, dashboard content, dashboard presentation, dashboard periodicity, dashboard consistency, dashboard quality) on the product decision.

Total Squares regression is: 18.820

Total residual squares is: 22.543

Total sum of squares is: 41.364

The degree of freedom of regression is: 2

The degree of freedom of residuum is: 39

Rate gradient boxes is: 9.410

Rate residuum boxes is: 0.578

Test the contrast value:  $F = 16.277$  is greater than tabulated value = 3.24.

The level of test significance  $Sig = 0.000$  is lower than the level of significance the null hypothesis 0.05 that is rejected, and therefore the regression line fits the data and from the statistical resolution as follows:

Accept alternative hypothesis which states that: there is a statistically significant effect of the elements of the dashboard on making the product decision. Accordingly, the regression equation of the model is:

$$y_1 = 0.352x_1 + 0.469x_2$$

We note the variables out of the gradual regression equation (the dashboard place, dashboard content, periodic dashboard, consistency dashboard) on the grounds that they are weak and variables are statistically significant and exit the constant because  $Sig = 0.330$  greater than 0.05 (see Table 2).

TABLE 2

Analysis of the Gradual Variation of the Regression Line of the Product Decision

Model	Coef No Standardizes		Coef Stand		Sig.	R <sup>2</sup>
	$\alpha$	Er/st	Beta	t		
Constant	-0.276	0.280		-0.985	0.330	
Presentation	0.352	1.14	0.0322	3.09	0.004	0.45
Quality	0.469	0.113	0.439	4.159	0.000	0.395

TABLE 3

Analysis of The Gradual Variation of the Regression Line of the Price Decision

Model	Coef No Standardizes		Coef Stand		Sig.	R <sup>2</sup>
	$\alpha$	Er/st	Beta	t		
Constant	0.619	0.146		4.240	0.000	
Place	0.412	0.057	0.334	7.228	0.000	0.398
Content	0.207	0.068	0.137	3.287	0.002	0.457
Consistency	0.193	0.069	0.131	2.797	0.008	0.498
Periodicity	0.152	0.74	0.119	2.128	0.37	0.517

Hypothesis 2:

H0: There is no effect of statistically significant independent variable dashboard (the dashboard place, dashboard content, dashboard presentation, dashboard periodicity, dashboard consistency, dashboard quality) on the pricing decision. To deter-

mine the gradual decline of his line transactions, the Table 3 shows the four independent variables (the dashboard's place, the dashboard content, the consistency of the dashboard, periodic dashboard) have a greater impact on making pricing decision reaching values t calculated (7.218, 3.287, 2.777, 2.188), re-

spectively, which is higher than their tabulated values and levels of moral significance for less than 0.05.

Dependent variable: Price decision

From the regression equation of the model becomes:

$$y_2 = 0.619 + 0.412x_1 + 0.207x_2 + 0.193x_3 + 0.152x_4$$

Hypothesis 3:

H0: There is no impact of a statistical significance of the independent variable dashboard (the dashboard's place, dashboard content, dashboard presentation, dashboard periodicity, dashboard consistency, dashboard quality) on the distribution of the decision.

**TABLE 4**  
**The Values of the Regression Coefficients of the Distribution Decision**

Model	Coef No Standardizes		Coef Stand		Sig.	R <sup>2</sup>
	$\alpha$	Er/st	Beta	t		
Constant	1.05	0.223		4.71	0.000	
Periodicity	0.521	0.094	0.367	5.542	0.000	0.393
Content	0.267	0.090	0.158	2.96	0.005	0.442
Presentation	0.135	0.057	0.112	2.36	0.25	0.474
Quality	0.098	0.48	0.084	2.03	0.48	0.492

Valuable *t* Calculated variables (periodicity, content, providing the dashboard, and the quality of the dashboard) reached respectively 5.529, 2.963, 2.367, 2.039. The moral values at the significance level  $\alpha \geq 0.05$  came out of the equation of the progressive multi regression model variables (dashboard place, the consistency of the dashboard) on the grounds that they are statistically insignificant variables (see Table 4). To become regression in the

field of private decision making distribution of the model equation is:  $y_3 = 1.053 + 0.521x_1 + 0.267x_2 + 0.135x_3 + 0.98x_4$   
Hypothesis 4:

H0: There is no effect of statistically significant independent variable dashboard (the dashboard's place, dashboard content, dashboard presentation, dashboard periodicity, dashboard consistency, dashboard quality) on the promotion decision.

**TABLE 5**  
**The Values of the Regression Coefficients of the Distribution Decision**

Model	Coef No Standardizes		Coef Stand		Sig.	R <sup>2</sup>
	$\alpha$	Er/st	Beta	t		
Constant	0.202	0.208		0.970	0.339	
Quality	0.485	0.068	0.465	7.13	0.000	0.468
Presentation	0.213	0.64	0.453	3.33	0.002	.558
Periodicity	0.142	0.50	1.13	2.84	0.007	.581
Consistency	0.110	0.053	3.07	2.08	0.42	.596

The results of the Table 5 shows the existence of the effect of a statistically significant variable (the quality of the dashboard) on the promotion decision based on the value *t* calculated (7.136) at a level of significance (0.000).

The results also indicate the existence of a statistically significant effect of both (providing the dashboard, dashboard periodicity, dashboard consistency) on decision promotion based on the values of *t* calculated and the amount of 3.332, 2.842, 2.087 at the level of significance 0.002, 0.007, 0.042 respectively. A moral at the level (0.05) was excluded for variables the dashboard Place, and dashboard content, for the lack of a statistically significant effect for them (Table 5).

To become a regression to the field of making a decision

to promote the equation:  $y_4 = 0.485x_1 + 0.213x_2 + 0.142x_3 + 0.110x_4$

## RESULTS AND DISCUSSION

The results indicated that the level of use of the dashboard in the management of economic institutions in the total sample (103) was below average, i.e., 40.8% just use the dashboard and the rest 59.2% do not use them, and the main reason for this is the lack of knowledge of these institutions' dashboard as a tool to monitor management by 42.6%. The second type of sample and then comes the lack of control system management in the second place for the reasons for non-use with a rate of 26.2%. While the absence of specialized competencies in this area was the third reason having 21.3% and the ratio of 3.9%. He said

the futility of the dashboard originally and it is not useful for the institution and in the latter, the 1.9% did not justify their use of the dashboard which has relatively high cost compared to other tools of management control (Kumar, Keller, & Lemon, 2016).

It turns out that the second type institutions Which do not use the dashboard are all privately owned enterprises and workers ( $\leq 250$  workers ). (Type I: are the institutions that use the dashboard and in the conduct of 42 institutions. Type II: are the institutions that do not use the dashboard and in the conduct of 61 institutions). mostly micro-institutions 60.7% of them and it makes sure that the size of the organization determines the use of the tools of modern management control including the dashboard and this corresponds with a study (Pezet, 2009). The second type is characterized by institutions and they are more active in the trade sector and the newly established so that more than 90% of which she is less than 10 years. and can be explained to the lack of experience in the field. and not doing training officials in small enterprises to monitor management concepts.

For the first type institutions that use the dashboard results were as follows:

The study showed that the level of use of the dashboard and its components recommended was an average (3.18) and the relative importance of 54.50% of the study sample (type I) and the application of the majority of the constituents (the dashboard's place, dashboard content, providing the dashboard, the consistency of the dashboard, the quality of the dashboard) being the average in the sample type I). Only Periodicity of the dashboard, which was applied to the level of importance of the property, was relatively high (3.67). So, careful management to update the dashboard information and emphasize the schedules prepared and sent to officials is required, and this can make subordinates in the pressure in the period of preparation which reduced the level of consistency in the dashboard between levels' hierarchy.

It came in second place the information provided in the dashboard quality average (3.21), which is due to the lack of effective information in some institutions under study system and the existence of a conflict in the dashboard information sometimes with reference to the existence of institutions has sophisticated information and techniques of modern systems.

The third property in the order was the consistency of the dashboard in the enterprise sections average (3.19) due to the lack of consistency between some of the institutions under study

sections and the lack of communication to reduce shops publishing boards leadership as well as the lack of involvement of

practical officials in the dashboard design significantly in several institutions. But it is worth pointing to the lack of awareness of all respondents to the principle of overlapping panels leadership (trundle) despite its application in a few institutions where the internal communication by large panels of leadership and the exchange of information and consistency in the paintings of the leadership of the organization departments.

Then came the dashboard content feature with an arithmetic mean of (3.09) ranking fourth which is due to the focus of most of the institutions on the financial indicators and not giving importance to the indicators of non-financial and almost complete absence of qualitative data (customer satisfaction, enterprise image...) as well as external data (market share, competitors...) with the majority of respondents confirming the presence of some information in the dashboard and have to be discarded. With reference to the existence of institutions, it reached full averages in this property due to the diversity of indicators in the competitive sectors that are active.

Came the dashboard's place within the control of management tools in fifth place with an average (3.01), where the view of many respondents that the importance of the dashboard is limited in use to monitor the practical officials and officers of field activity remotely, making them deal with these performance grudgingly. But officials used to see the proportion of the achievement of the goals given to them in a way the conduct of the objectives (and used by the majority of the study sample) without significant deviations in the indicators analyzed simultaneously but waiting for the regular meetings of the dates. And finally came the way to provide a dashboard with a mean property (2.93) due by the majority of respondents as the majority of them do not use modern technologies in the presentation of the curves' graphic colors and animated cues across the media and the lack of respect for the majority of the number of indicators recommended (between 7 and 15 indicators). Although all respondents confirm adherence to form the general dashboard containing the actual performance, expected performance, and the area to identify deviations, and, in some cases, can be found in the results of previous periods with reference to multiple labels for the dashboard (plug of KPI, daily Dashboard). The results of the level of effectiveness of marketing decisions and the steps of the decision on the marketing level

were the overall level of arithmetic average (2.86) due to concerns of the difficulty of identifying marketing problems in a timely manner to link most of variables how difficult real-time measurement is as well as the decline in the quality of information available to the lack of marketing information when the majority of the studied sample systems and the other reason stated by some of the respondents is a difference of views

between the marketing director and financial director which slows down the decision-making or marketing and sometimes influence it and change it.

The field of pricing decision in the first place came in terms of the level of importance of an arithmetic mean (2.99) because it is an element cost because of its direct association with the organizational revenues due to this disparity in perceptions of the respondents in the availability of information on problems related to pricing and solutions (sudden change in the price of competitor, production costs change, change in pricing method...).

The second was the decision of an average area of distribution (2.88) as required by this type of field decisions and market friction and the difficulty of gathering information about the availability of products in each market.

The field of decision promotion in third place with a mean (2.80) due to the varying perception among respondents in the early identification of problems related to promotional mix (cost-effective promotional process or publicity, the quality of sales representatives, the feasibility of public relations techniques) due to its association with other functions (accounting, financial...) and the lack of effective marketing information system resulting in lack of access to accurate information and timely thing that slows down the steps of decision-making and slows down the rose Foundation reaction to the promotions of competitors (marketing intelligence), and it is worth pointing to the existence of institutions that were steps of decision-making for good promotion.

The last rank in the field of product decision was given to the steps taken with an average (2.76), and this is due to the length of the identification of problems related to the product of the majority of the sample (product quality, packaging problem...), research and marketing more than it relates to other functions (section R & D, supply, financial...).

As for the correlation relationships between the variables of the study, it shows through the results and there are statistically significant differences between the independent variable correlation (dashboard) and the dependent variable (resolution catalog) amounted to 73.3%. The strongest correlation between the independent variable and variable components is the (periodicity dashboard) 70.9%. So, refer to the privacy of the

resolution catalog associated with the element of time, which requires the speed of implementation to avoid loss or loss of market share of the enterprise.

The correlation relationships between the independent variable components and components of the dependent variable was the most statistically significant at the level of significance at ( $\alpha \leq 0.05$ ) except three relationships which were not statisti-

cally significant (between the submission of the dashboard and all of the decisions and pricing decision distribution) and can instruct it not to the attention of officials in a way to provide the dashboard and consistency between the dashboard and the area of pricing decision.

## CONCLUSION

The study showed that the majority of Algerian economic institutions do not use the dashboard (59.8%) of the study sample and perhaps the reason for this is the delay of economic openness in Algeria and the novelty of this tool in circles steering and more reliance on traditional tools (public accounting, analytical accounting, discretionary budget) which is used as mandatory to deal with banks and taxes, The most important reason is the lack of knowledge of the dashboard by (42%) sample of the managers of the second type and can be returned to the limited level of education in the field of management, especially for small enterprises which accounted for (98%) of the total sample of the second type as well as a lack of experience in the market (90.2% less than 10 years) and not adopting the conduct of objectives.

The first type results showed the role of the dashboard in the effectiveness of making marketing decisions of the correlation between the two variables (73.3%). A confirmation of the hypothesis of the major third shows a statistically significant effect of the elements of the dashboard combined in the areas of decision-making as a whole catalog. This is due to a link between the resolution catalog information and the dashboard of the latter providing quality and timeliness so that it draws in charge of the deviations in the indicators of all kinds of quantitative and qualitative attention. More ingredients influence the periodic dashboard of what the timing of the decision-making is. Catalog is of great importance in seizing marketing opportunities or replying to the marketing activities of competitors.

Gel based institutions in the study sample on the full numbers in Tables ignore the graphs, which reflect better as they do not use stimulants and colors that make it easier to read the dashboard. For this reason, it was rectified to provide the dashboard not significant in its impact on the total decision catalog.

The failure to adopt most of the institutions on the interfaces in the deployment of the dashboard but only documents placed

next to the accounting documents remain and are used to connect and motivate users to achieve their goals as they are, in their entirety, not personal but imposed by the central authorities and is not to involve practical officials in their design. The thing that affected the respondents' answers in terms of consistency and property impact appeared relatively weak, especially in the major institutions so as to semi-permanent differences between



the views of the Director of marketing and Chief financial Officer in marketing expenses.

The main research limitations are related to a case study approach and qualitative methods during the first explorative step. The studies on marketing dashboard remain rare and incomplete. Lack of marketing information system, the majority of institutions (except the major ones), the weak marketing culture and financial resources, and the lack of marketing in some institutions which affected the quality of decision-making catalog. The lack of interest in this tool by managers is mainly due to the lack of adoption of a culture of management objectives. It

weakens the ability of the dashboard to take its place in the management. So they do not reflect the reality of activity and make practical officials to deal with them.

The adoption of most of the institutions on the financial indicators in the dashboard has a shortage of non-financial indicators and almost complete absence of external quality of the data, which gives a picture of short-term performance and cannot know the enterprise activity comprehensively as well as the large number of indicators (exceeds 15 index) in the dashboard, thus losing its importance and disperses the official decision making focus

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— This article does not have any appendix. —