

REVIEWER'S REPORT

Manuscript No.: **IJAR-54319**

Title: THE IMPORTANCE OF INFORMATION AND THE ROLE OF BUSINESS INTELLIGENCE IN KEY ACCOUNT MANAGEMENT IN THE FMCG INDUSTRY

Recommendation:

Accept as it is

Accept after minor revision.....

Accept after major revision

Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality	✓			
Techn. Quality		✓		
Clarity		✓		
Significance		✓		

Reviewer Name: Dr.P.Manochithra

Date: 14-10-2025

Detailed Reviewer's Report

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1. Title and Abstract

Evaluation:

The title is clear, concise, and reflects the main theme of the study — the integration of business intelligence (BI) within key account management (KAM) in the FMCG sector. The abstract effectively summarizes the aim, methodology, and key findings, though it could benefit from more explicit mention of the case study context and limitations.

Recommendation:

- Add a brief sentence on the specific case (e.g., type of FMCG firm or geographical context).
- Include 1–2 keywords related to “Power BI dashboard” or “data-driven decision-making” to enhance discoverability.

2. Introduction

Evaluation:

The introduction provides strong contextual grounding with recent statistics and references. It effectively establishes the need for BI tools in decision-making processes within FMCG. The narrative progression—from data complexity to decision-making challenges—is logical and persuasive.

Strengths:

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- Comprehensive review of FMCG challenges.
- Integration of recent studies (2023–2025).
- Clear articulation of the research gap and problem statement.

Areas for Improvement:

- The section could be more concise to maintain reader focus.
- Explicitly highlight the *novelty* of the research in the last paragraph (e.g., "This study is among the first to empirically evaluate Power BI application in key account management in Serbia's FMCG industry").

3. Literature Review

Evaluation:

The literature review is robust, well-structured, and draws upon both classical and contemporary sources. It successfully situates the study within the BI and KAM research domains.

Strengths:

- Strong use of seminal authors (Davenport, Blattberg, Kotler).
- Logical thematic organization (data transformation → BI application → KAM integration).
- Addresses digital capability gaps effectively.

Areas for Improvement:

- Some citations could be better linked to the case study context (e.g., applicability to regional FMCG markets).
- Include a short synthesis paragraph summarizing the identified research gap at the end.

4. Methodology

Evaluation:

The study employs an interpretative case study methodology, well justified for understanding contextual managerial practices. The two-phase data analysis (traditional vs. BI-based methods) is clearly explained.

Strengths:

- Clear explanation of data sources and collection methods.
- Justification of the case study design with Yin (2018) reference.
- Transparent treatment of confidentiality issues.

Areas for Improvement:

- Provide the sample size or number of datasets analyzed.
- Specify the metrics or indicators used in Power BI (e.g., sales volume, promotion ROI).
- Mention the data validation or triangulation procedures in more detail.

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5. Results and Discussion

Evaluation:

The results section is detailed and supported by visual references (Figures 1–5). It demonstrates the comparative advantage of BI tools in terms of efficiency, analytical depth, and automation.

Strengths:

- Strong analytical presentation of findings.
- Effective comparison of traditional and BI-based analyses.
- Well-explained examples related to promotion and pricing analysis.

Areas for Improvement:

- Figures should be described in-text with reference to key findings (avoid repetition).
- Include quantitative indicators where possible (e.g., % time saved, accuracy improvements).
- The discussion should relate findings more explicitly to existing studies cited in the literature review.

6. Conclusion and Implications

Evaluation:

The conclusion is comprehensive, summarizing both theoretical and practical implications. It rightly identifies organizational and human barriers to BI adoption.

Strengths:

- Emphasis on digital competency development.
- Well-balanced recognition of technical vs. human challenges.
- Constructive directions for future research.

Areas for Improvement:

- Avoid overly general statements such as “practice clearly suggests...” — instead, link them to findings.
- Summarize the main contributions (methodological, practical, and theoretical) in bullet form for clarity.

7. References

Evaluation:

The references are current, relevant, and follow an academic citation standard (APA-like). They include both foundational and up-to-date works from 2023–2025.

Recommendation:

- Ensure all URLs are hyperlinked correctly and consistent in format.
- Verify that each in-text citation appears in the reference list (cross-check required).
- Correct minor typographical inconsistencies in reference formatting.

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8. Originality and Contribution

Overall Assessment:

The paper makes a valuable contribution by demonstrating the application of Power BI in FMCG KAM, bridging the gap between theory and practice. It combines academic rigor with managerial relevance and contributes to both BI and marketing management literature.