

# BUSINESS INTELLIGENCE OF THE MEDIATORS CENTER: A CASE STUDY

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## SUMMARY

The object of study of this paper was the analysis of the educational institution Centro de Mediadores, headquartered in Brasília/DF and focused on disseminating the culture of peace, by offering courses. The structure used in the development takes into account the practical application of business intelligence in decision-making, in adjusting internal logistics and in its recovery in the educational segment, through information provided by its President Raul Pedro da Costa and bibliographic arguments. The external pandemic factor, which was not foreseen, proved to be fundamental for the reinvention of the institution, strongly marked by connections and experiential classes of high impact for its students. Difficulties arose along the way, such as layoffs and restructuring of the team, in addition to the promotion of decentralized management to the detriment of the previous centralization and strategies to value emotional human capital by encouraging the convergence of employees' expectations with corporate aspirations. The migration of the in-person experience to the digital world, combined with the opportunities of the moment, proved to be an opportune strategy for institutional growth with a genuine impact on sales.

**Keywords:** Business intelligence. Strategy. Decentralization.

## ABSTRACT

the object of study of the present work was the analysis of the teaching institution Centro de Meters, based in Brasília / DF and focused on the dissemination of the culture of peace, with the offer of courses. The structure used in the development takes into account the practical application of business intelligence in decision making, in the adjustment of internal logistics and in its recovery in the educational segment, through information provided by its President Raul Pedro da Costa and bibliographic arguments. The unforeseen external pandemic factor proved to be fundamental to the reinvention of the institution, strongly marked by connections and high-impact experiential classes for its students. Difficulties existed along the way, such as layoffs and reformulation of the team, in addition to promoting decentralized management to the detriment of the previous centralization and strategies for valuing emotional human capital with the encouragement of the convergence of employees' expectations to corporate desires. The migration of face-to-face experience to the digital world, combined with the opportunities of the moment, proved to be a timely strategy for institutional growth with a genuine impact on sales.

**Keywords:** Business intelligence. Strategy. Decentralization.

## 1 INTRODUCTION

This theme aims to study the case of the educational institution, Centro de Mediadores, focused on training professionals in their search for their encounter as agents of social transformation and as instruments for disseminating the culture of peace. It also addresses

its trajectory in its strategic change process, when moving from centralized to decentralized management, in its difficulties in facing a structural crisis in the middle of this journey with expense reductions, layoffs and restructuring of human capital.

A necessary adaptation in the company's logistics with the resumption of distance learning courses, updated to meet market demands, a factor that, combined with the pandemic effect, the pedagogical weakness of competitors and the more personal sales process, took the organization to another level by transporting the experience lived in the classrooms to the virtual world without losing technical and emotional quality. In the process of ascension, the company Centro de Mediadores demonstrated that allowing itself to change is a necessary factor in the new times, adjusting strategies, having moments of reflection and that decision-making is difficult, because what may, at first glance, be a setback, is in fact a welcome boost to conquer other steps in the climb in the differentiated education segment. In this sense, *paper* It was structured with the presentation of the institution and with business intelligence in the change of strategy applied to leverage sales, having as its main basis the information kindly provided in an interview with the President of the Center of Mediators, Raul Pedro da Costa and with the founding partner Marcelo Alves, combined with bibliographical foundations.

## 2 THE INSTITUTION

The Centro de Mediadores Instituto de Ensino, according to the words of its founding partner Marcelo Alves (2020), was created one week after the enactment of the Mediation Law, Law 13.140 of June 26, 2015, and aimed to help as many people as possible with this new perspective on conflicts. The initial idea was to provide only 1 (one) online course based on legal regulations. In this sense, the theoretical knowledge was deepened and the need to seek qualified professionals to teach the aforementioned course was realized. A partnership was established with professors from Rio Grande do Sul, from which several distance learning courses emerged, providing training ranging from basic concepts to the transition to an entrepreneurial career in the area of conflict mediation. Since it was new at the time, the financial results were significant, with net gains of around R\$ 10,000.00 (ten thousand reais). (ALVES, 2020).

In a short period of time, when analyzing the growing demand from professionals in the legal field, the Centro de Mediadores Instituto de Ensino sought to establish an agreement with the Court of Justice of the Federal District and Territories to offer face-to-face training in

mediation for court work. The construction of a website and the hiring of a secretary to assist in this process of receiving documentation and serving the public began.

Currently, it is a school accredited by the Judiciary of the Union, TJDFT, with recognition by the National School for the Training and Improvement of Magistrates [ENFAM] (2020) and by the National Council of Justice [CNJ] (2020) located in Brasília/DF with graduates from the most diverse states of the Federation.

According to president Raul Pedro da Costa (2020), the institution's mission and vision is to provide human qualification for people and organizations, a pioneer in this segment, in order to promote, with an emphasis on disseminating a culture of peace, various solutions to conflicts, whether internal or external, by aligning their personal and professional purposes. Values such as love, family, loyalty, and peace are fundamental to the institution (RPCosta, 2020). The identity of the institution is marked by serving with love, delivering services aimed at strengthening communication and human development through behavioral changes with the improvement of previously unchallenged skills and abilities (RP Costa, 2020). Initially designed to promote courses aimed at working in the Judiciary, which is why training judicial mediators is one of the most sought-after courses. At the same time, given the need for deeper emotional confrontations, perceived in the students' performance, the range of training courses opened up to include self-knowledge: 24 HIT, an immersion in emotional intelligence, and systemic family constellation, family therapy proposed by Bert Hellinger (RP Costa, 2020).

The difference between the Centro de Mediadores Instituto de Ensino, apart from the technical quality of its courses, lies in the connection experienced in the classroom, in person, where students are seen and perceived in their entirety, which provides a unique learning experience.

And as an option for those whose travel could be an obstacle, there is a range of courses available remotely, which, over time, have become obsolete with the way they are taught in person, which, at some point, would inevitably be updated to maintain the standard experienced in live classes.

## 2.1 THE INITIAL STRATEGY AND COMPETITIVE ADVANTAGES

A minimally developed structure with physical location, 2 (two) classrooms, employee and face-to-face and distance learning courses proved insufficient to achieve the goal of

impact as many people as possible in discovering their purpose. And in this sense, thinking strategically has become fundamental, by bringing together all the resources and means for the pursuit and achievement of this long-term objective (LODI, 1969).

The professors and other collaborators were rotating, since they had to meet the requirements recommended by the Court of Justice of the Federal District and Territories, such as being an instructor registered with the National Council of Justice (CNJ, 2020). In addition, the TJDF, with whom the educational institution has an agreement, sends, by email, the guidelines on the development of the course, which includes: the minimum number of 8 (eight) and a maximum of 32 (thirty-two) students per class, the requirement of 3 (three) supervisors when the maximum capacity is reached, and the locations for the practical part to be carried out at the Judicial Centers for Conflict Resolution and Citizenship (RP Costa, 2020). In a matter of 5 (five) months, after accepting the students' suggestions combined with factors such as commuting time from work and/or home to the institute, accessibility, commerce, and the possibility of attracting new student profiles, the headquarters was changed to a larger and more privileged location. As a result, there was a significant increase in operating costs (RP Costa, 2020).

The maintenance of the physical structure as a whole depended directly on the sale of the course, which was done centrally by the company's CEO, who was also responsible for the administrative management of the enterprise. The idea was to make the sale more personal and to meet the needs of potential customers. (COSTA, 2020).

In this sense, a single person with multiple responsibilities, at the time, had a monthly sales volume of around R\$50 (fifty thousand reais), which was enough to cover the expected expenses. A centralized management model that would soon be replaced, given its inadequacy to market demands for adaptation and renewal of its services (DEL CORSO *et al.*, 2014).

Over time, the amount raised was not sufficient to meet the expectations of the public and the institution itself to maintain the expected quality. Any deficits were compensated by the still superficial interest in distance learning courses, which is why they were not so prominent. The focus was on in-person classes and experiences with students. This was a perfect opportunity for the company's founding partners to stop and think about the competitive advantages of their product, that is, what its peculiarities were in terms of promoting quality education combined with market needs and how to transform such individualities into an offer of value to the consumer (Wittmann, 2020). The model used was the analysis *Swot*, composed of analysis vectors regarding strengths, weaknesses, opportunities and threats as a strategic guide (GONÇALVES *et al.*, 2010).

In terms of strengths, the following stood out: teacher training, love and service to students, experiential teaching methodology, dedication to providing more than just classes but a life experience, location, positive testimonials from students and the TJDFT partner itself, commitment of the team, the growing number of referrals, and innovative courses (RP Costa, 2020). In terms of points for improvement, weaknesses, the need to improve and update distance learning courses, the implementation of decentralized management so that the company becomes self-manageable, the optimization of operational, administrative, and financial routines, and the establishment of assertive strategies in the sales sector were highlighted (ALVES, 2020).

The threats were limited to the possibility of not renewing the agreement with the TJDFT and of not having a more diverse range of in-person courses, with technical knowledge parallel and convergent with mediation, which could add a differential to the students' training (COSTA, 2020).

When thinking about opportunities, the market is particularly conducive to holding events focused on disseminating and raising awareness of the existence of mediation and other methods of conflict resolution, and participating in and organizing *workshops* as a means of leveraging sales, providing consultancy services and the possibility of becoming a college focused exclusively on training social peacemakers (M. Alves, 2020).

Months after this mapping, in view of the main need for departmentalization and delegation of responsibilities, a hiring period began: one for marketing, one for sales, another for administration, one for operational support, and one for social media. A necessary and predictable expense, perhaps not feasible at the moment. The idea behind the change in strategy was for each department to self-manage to establish its procedures with a view to performance and efficiency, enabling more assertive decision-making in favor of organizational objectives (Oliveira, 1999).

In a fixed framework, now of 6 (six) employees, the results achieved were not promising. Deficiencies needed to be addressed, such as non-fluid communication, in addition to the fact that each department operated in a true independent information silo (WITTMAN, 2020).

## 2.2 APPLIED BUSINESS INTELLIGENCE

The math didn't offer a positive result. Having a single employee in sales proved insufficient to reach the desired goal to cover expenses and costs.

labor costs. The consequence was the reduction of human capital, which reduced the number of permanent employees to 2 (two) from the 6 (six) previously hired. The decision taken was based on the real mapping of the company's real situation, especially its financial health and the emotional component of the remaining partners, so that, with this knowledge, there would be the timely alignment of innovation and enterprise, which are the foundations of business intelligence (CAVALCANTI, 2001).

The financial systemic organization was essential with a view to verifying the destination of resources, negotiating debts, expanding payment deadlines and with the budget forecast of reducing expenses by 20% (twenty percent) as much as possible without losing the quality of face-to-face courses in at least 3 (three) months (RP Costa, 2020).

At the same time, there was work to recover the reasons why employees were chosen to belong to the institution, without prejudice to periodic meetings to align personal perspectives with organizational objectives in favor of professional self-esteem or emotional empathy which, according to Goleman (2015, p.120), "... allows a leader to immediately detect how someone feels at that moment".

At the turn of the year 2019/2020, news of a virus outbreak began to circulate, but it had not yet had significant impacts on a global scale. The coronavirus arrived and with it a new pandemic normal with isolation and social distancing, quarantine and organizational restructuring in the most varied social segments (KHATIB, 2020).

During this period, the aforementioned educational institution was within the readjustment period. internal changes with the reassignment of duties and personnel, in addition to the financial effort to stop the budget deficit. The reformulation of the courses offered, in fact, was done, especially those taught remotely.

The challenge would be to bring the connection and quality of in-person delivery to the virtual world so that students would continue to feel welcomed and noticed. The vision was to take advantage of the pandemic to reactivate them fully updated and that would have the same technical and emotional impact.

THE *e-business*, commercial negotiations signed over the internet, proved to be invaluable for the institution, in a materialization of organizational innovation (Araújo, 2013), as the relationship between investment and financial return proved to be compensatory. The model used was direct sales to the consumer, where, through a virtual teaching platform, the consumer would have access to the content, video classes and other materials corresponding to the contracted course. The scenario was favorable given the uncertainty of when in-person classes would return, the fragility of competitors who remained inert and resistant to the migration to

virtual world and a 95% (ninety-five percent) increase in demand for distance learning (Pessanha, 2020). Such advantages led the Mediators Center to invest in paid advertising, to reformulate its website, making it more attractive to the market, in addition to daring in offering courses and postgraduate courses at affordable prices with scholarships of up to 70% (seventy percent) and facilitating the payment method (RPCOSTA, 2020).

The testimonials from students, after each course and/or postgraduate course, were collected to serve as a metric in terms of quality, public acceptance and areas for improvement, a rich material used in sales as an argumentative factor to reinforce negotiations with potential students. The results could not have been better. There was an increase in revenue to the point of paying off all outstanding debts and initiating new hires: 5 (five) consultants to personally work on the interests of students from the most diverse locations in the country and 1 (one) employee in the financial sector (COSTA, 2020).

The focus on decentralizing responsibilities, maintaining a personal selling style without using robotic messages, sharing information in decentralized management, creating a specific finance sector and updating the course portfolio helped sales, which went from a 5 (five) digit level to a 7 (seven) monthly level (RPCosta, 2020).

According to Raul Pedro (2020), the trend is the consolidation of the distance learning methodology with constant encouragement of student contributions in channels such as chats and forums, with technology being an ally in student-teacher interaction. He also emphasizes that the internet and its artificial developments make daily life more practical, but will never make the human machine an obsolete object, given that only another human being will be able to establish, welcome and understand the real interests of another human being.

## **FINAL CONSIDERATIONS**

It is therefore clear that changes are necessary, often due to external factors, such as the repercussions of a virus, which forces us to break out of our comfort zone. The key is to identify how much an organization is willing to invest in reinventing itself and making decisions that are not always easy.

Providing objective data is essential to facilitate the development of the best strategies without losing sight of the organization's objectives. The case study showed that people can implement procedures, establish new guidelines and adapt to normal situations in exceptional situations. The Instituto de Ensino Mediators Center had to

modify its internal and operational logistics, the transmission of face-to-face experiences to the virtual world without any negative impact on quality, in addition to the implementation of decentralized management with assertive hiring and the sharing of information in favor of the dissemination of the culture of peace.

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