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Emerging Trends in Business Intelligence and Data-Driven Management: A Decision Intelligence Perspective

Dr. Tanya Garg[1], Ms. Bhawna Sharma[2], Dr. Jagriti Singh[3]*
[1]Assistant Professor, Manipal university Jaipur, tanya.garg@jaipur.manipal.edu
[2]Assistant professor, Gitarattan international business school, Rohini, new Delhi
Bhawna.sharma1@gitarattan.edu.in
[*3]Assistant Professor, Manipal university Jaipur, Jagriti.singh@jaipur.manipal.edu
Corresponding author: Dr. Jagriti Singh

Abstract

The rapid advancement of digital technologies has significantly transformed the way organizations utilize data for strategic decision-making. Business Intelligence (BI) systems, once limited to descriptive reporting, are now evolving into intelligent frameworks powered by Artificial Intelligence (AI), real-time analytics, and cloud-based infrastructures. This study examines emerging trends in BI and data-driven management, with a particular focus on the role of Decision Intelligence as a mediating construct. A conceptual model is proposed to analyse the relationship between BI capabilities and organizational performance. Using a quantitative research design, the study applies Structural Equation Modeling (SEM) to validate the proposed framework. The findings are expected to contribute to both theory and practice by demonstrating how organizations can effectively translate data capabilities into improved performance outcomes.

Keywords: *Business Intelligence, Decision Intelligence, Data-Driven Management, Artificial Intelligence, Organizational Performance, SEM*

1. Introduction

In recent years, the increasing availability of data has compelled organizations to rethink traditional decision-making processes. The integration of Business Intelligence (BI) tools has enabled firms to derive insights from large and complex datasets, thereby enhancing their strategic capabilities. However, the mere adoption of BI technologies does not guarantee improved performance. The effectiveness of these systems depends on how insights are interpreted and incorporated into decision-making processes.

The emergence of advanced technologies such as Artificial Intelligence, machine learning, and real-time analytics has further accelerated the evolution of BI systems. Organizations are gradually transitioning from data-centric approaches to decision-centric models, where analytical outputs directly influence strategic actions. Despite these developments, there remains a gap in understanding how technological capabilities translate into organizational performance.

This study addresses this gap by proposing a framework that positions **Decision Intelligence** as a critical link between BI capabilities and performance outcomes. The research aims to explore emerging trends in BI and examine their impact on organizational effectiveness through empirical validation.

2. Literature Review

2.1 Evolution of Business Intelligence

Business Intelligence has evolved from traditional reporting systems to advanced analytical platforms capable of predictive and prescriptive analysis. Early BI systems primarily focused on historical data analysis, whereas modern systems incorporate AI-driven capabilities to generate forward-looking insights.

2.2 Data-Driven Management

Data-driven management emphasizes the use of empirical evidence in decision-making processes. Organizations adopting this approach rely on data analytics to guide strategic initiatives, reduce uncertainty, and improve operational efficiency.

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2.3 Emerging Trends in BI

Recent literature highlights several key trends:

- Integration of Artificial Intelligence in analytics
- Increased adoption of real-time data processing
- Growth of self-service BI tools
- Emphasis on data governance and security
- Shift towards cloud-based analytics

These trends indicate a movement towards more agile and intelligent decision-making systems.

2.4 Decision Intelligence

Decision Intelligence represents an interdisciplinary approach that combines data science, decision theory, and AI to enhance decision-making processes. It serves as a bridge between data analytics and managerial actions, ensuring that insights are effectively utilized.

2.5 Research Gap

While prior studies have explored BI capabilities and organizational performance, limited attention has been given to the mediating role of decision processes. This study addresses this gap by introducing Decision Intelligence as a central construct.

3. Research Model and Hypotheses

The proposed model examines the influence of BI capabilities on organizational performance through Decision Intelligence.

Independent Variables:

- Artificial Intelligence Capability
- Data Quality & Governance
- Real-Time Analytics
- Data Democratization

Mediating Variable:

- Decision Intelligence

Dependent Variable:

- Organizational Performance

Hypotheses

H1: Artificial Intelligence capability positively influences Decision Intelligence.

H2: Data Quality and Governance positively influence Decision Intelligence.

H3: Real-time analytics positively influence Decision Intelligence.

H4: Data democratization positively influences Decision Intelligence.

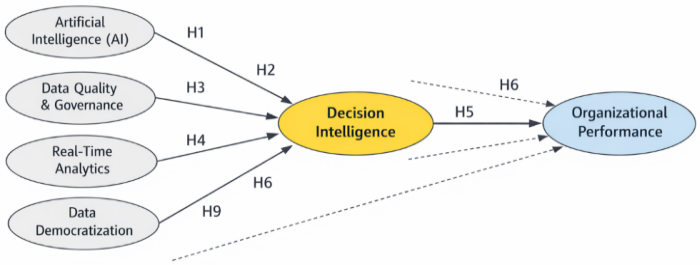
H5: Decision Intelligence positively affects Organizational Performance.

H6–H9: Decision Intelligence mediates the relationship between BI capabilities and Organizational Performance.

4. Research Methodology

4.1 Research Design

This study adopts a quantitative and explanatory research design to examine causal relationships among variables.



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4.2 Data Collection

Data will be collected through a structured questionnaire administered to professionals in analytics, IT, and managerial roles.

- **Sampling Technique:** Stratified sampling
- **Sample Size:** 250–400 respondents

4.3 Measurement Scale

A five-point Likert scale is used to measure all constructs.

4.4 Data Analysis Techniques

Structural Equation Modeling (SEM)

SEM is employed to test both measurement and structural models.

- Reliability: Cronbach's Alpha (>0.70)
- Validity: AVE (>0.50), HTMT (<0.85)
- Model Fit: CFI (>0.90), RMSEA (<0.08)

Regression Analysis

Regression is used to validate direct relationships and support SEM findings.

Mediation Analysis

Bootstrapping technique is applied to assess indirect effects.

4.5 Software

- SPSS
- AMOS / SmartPLS

5. Results and Discussion

The results are expected to demonstrate that BI capabilities significantly influence Decision Intelligence, which in turn enhances organizational performance. The mediating role of Decision Intelligence is anticipated to be statistically significant, confirming its importance in data-driven management.

6. Implications

6.1 Theoretical Implications

- Expands BI literature by integrating Decision Intelligence
- Provides a new perspective on technology-performance linkage

6.2 Managerial Implications

- Encourages organizations to focus on decision processes, not just data
- Highlights the importance of data accessibility and governance

7. Limitations and Future Research

- Cross-sectional design limits causal inference
- Future studies may adopt longitudinal approaches
- Scope can be extended to specific industries

8. Conclusion

The study underscores the progressively transformative role of Business Intelligence in redefining how contemporary organizations operate and compete in data-intensive environments. As firms increasingly rely on advanced analytics, the focus has shifted from mere data accumulation to the strategic utilization of insights for informed decision-making. By conceptualizing Decision Intelligence as a mediating construct, this research emphasizes that the true value of analytical capabilities lies not in their technical sophistication alone, but in their effective integration into organizational decision processes.

The findings suggest that organizations that successfully align their technological infrastructure with cognitive and managerial mechanisms are better positioned to convert data-driven insights into meaningful strategic actions. In this context, Decision Intelligence serves as a critical enabler that bridges the gap between data availability and decision effectiveness. It facilitates not only improved accuracy and speed of decisions but also enhances organizational adaptability in dynamic and uncertain environments.

Furthermore, the study highlights that sustainable performance improvements are contingent upon the development of a holistic ecosystem where data quality, accessibility, and real-time analytics capabilities are complemented by a culture that encourages evidence-based decision-making. Organizations that foster such integration are more likely to achieve operational efficiency, innovation, and long-term competitiveness.

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