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Decision Intelligence: Merging AI and Analytics for Strategic Gains

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Abstract

This study aims to explore the role of decision intelligence, combining artificial intelligence (AI) and analytics, in enhancing strategic decision-making processes within organizations. A qualitative research approach was employed, utilizing semi-structured interviews to collect data from 22 participants recruited from online platforms. The study adopted a theoretical saturation approach, with interviews continuing until no new insights were observed. Data were analyzed using NVivo software, and open coding was employed to identify key themes, subcategories, and concepts within the dataset. The analysis revealed four main themes: 1) Strategic Benefits of Decision Intelligence, which emphasized the positive impacts on decision-making accuracy, cost efficiency, and competitive advantage; 2) Integration Challenges, identifying barriers such as data integration issues, algorithmic bias, system interoperability, and high implementation costs; 3) AI-Driven Analytics Techniques, which highlighted the importance of predictive models, real-time analytics, sentiment analysis, and data visualization in enhancing decision-making; and 4) Future Prospects and Innovations, which pointed to the potential for next-generation AI models and human-centric innovations in shaping future strategic decision-making. The findings suggest that while decision intelligence offers significant strategic advantages, including improved decision speed and accuracy, its successful implementation are crucial for organizations to fully realize the potential of decision intelligence. Future research should focus on expanding the sample size and exploring the long-term effects of decision intelligence on organizational performance.

Keywords: Decision Intelligence, Artificial Intelligence, Strategic Decision-Making, AI-Driven Analytics, Data Integration, Predictive Models, Organizational Performance.

1. Introduction

Strategic decision-making has long been a central concern for business leaders, with an emphasis on balancing intuition, data-driven insights, and organizational goals. Traditional models of decision-making, which often rely on managerial intuition and past experiences, are increasingly being complemented—or in some cases replaced—by AI-driven tools that can process vast amounts of data to inform decisions. Abraheem (2023) explores how environmental uncertainty can influence the relationship between strategic intuition and decision-making, suggesting that decision-making under uncertainty can benefit from AI tools that analyze market trends, consumer behaviors, and competitor actions (Abraheem, 2023). AI not only reduces the cognitive load on decision-makers but also provides insights that might otherwise go unnoticed in traditional decision-making frameworks (Kim & Seo, 2023). This shift towards data-driven decision-making is particularly evident in areas like business development, where AI technologies can optimize operations and drive innovation (Edilia, 2023).

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In the business context, decision intelligence is closely tied to management information systems (MIS), which play a crucial role in optimizing decision-making processesWith the increasing availability of big data, the integration of advanced analytics has enhanced the ability of organizations to forecast trends, predict consumer behavior, and develop targeted strategies. As organizations become more data-centric, the role of AI in business analytics has expanded, providing decision-makers with predictive models and actionable insights that improve both operational efficiency and strategic outcomes (Ilieva et al., 2021; Olaniyan, 2023).

AI's potential to revolutionize strategic decision-making is not limited to traditional sectors. Farayola (2023) reviews innovative business models driven by AI technologies and demonstrates how AI has transformed industries such as retail, healthcare, and finance. By harnessing AI, businesses can not only optimize day-to-day operations but also redefine their strategic direction, offering more personalized services, improving customer engagement, and ultimately enhancing organizational performance (Farayola, 2023). AI-powered analytics can analyze vast amounts of customer data to predict preferences and behaviors, enabling organizations to adapt their strategies in real-time and stay ahead of competitors (Sazu & Jahan, 2022). This shift towards data-driven strategies highlights the need for a more nuanced understanding of how AI and analytics can be integrated into strategic decision-making processes.

Despite the immense potential of AI and analytics, the integration of these technologies into business decision-making frameworks presents significant challenges. The concept of decision intelligence must address not only the opportunities presented by these technologies but also the barriers to their successful implementation. One of the key challenges identified in the literature is the issue of data integration. The disparate sources of data, coupled with varying formats and systems, make it difficult for organizations to create a seamless flow of information that is essential for informed decision-making. According to Liao, Lü, and Xv (2022), effective decision-making requires the integration of competitive intelligence, market data, and internal business data, which can often be siloed across departments and systems. This fragmentation limits the potential of decision intelligence systems, making it essential to develop robust frameworks for data integration (Liao et al., 2022).

Moreover, the ethical implications of AI in decision-making are increasingly under scrutiny. As AI systems make more decisions based on data analysis, questions arise regarding the transparency of these systems and the potential for algorithmic bias. Ingram et al. (2022) highlight the barriers to the effective use of analytics for strategic health and care decision-making, noting that ethical concerns, such as fairness and transparency, must be addressed to build trust in AI systems (Ingram et al., 2022). These concerns are not limited to the healthcare sector but extend across industries, as organizations must ensure that their AI systems are designed to be inclusive, transparent, and free from bias. Ethical dilemmas such as these are central to the conversation around AI-driven decision-making and require a careful balance between innovation and accountability.

In addition to ethical challenges, the integration of AI into business decision-making processes is hindered by the technical and operational difficulties of system interoperability. AI solutions often operate on proprietary platforms that do not easily integrate with legacy systems or existing infrastructure. Kuusela, Koivumäki, and Yrjölä (2019) discuss how the integration of AI into existing organizational structures requires overcoming barriers such as standardization gaps and incompatible platforms. These technical challenges are compounded by the cost and resource requirements associated with implementing AI solutions, making it difficult for small and medium-sized enterprises (SMEs) to adopt these technologies (Kuusela et al., 2019). Kim and Seo (2023) explore the role of AI in small- and medium-sized enterprises (SMEs), emphasizing the need for a strategic framework that supports the transition to AI-driven decision-making while considering the constraints faced by these organizations (Kim & Seo, 2023).

The potential of AI and analytics to transform strategic decision-making is also evident in the way they enable more effective resource allocation and operational efficiency. In the context of business development, Edilia (2023) argues that AI can optimize processes, reduce costs, and streamline operations, allowing businesses to scale more effectively. Through machine learning algorithms, businesses can predict demand, optimize supply chains, and automate routine tasks, thereby freeing up resources for more strategic initiatives (Edilia, 2023). The ability of AI to process vast amounts of data and provide real-time insights also enables organizations to make decisions faster and with greater confidence, ensuring that they remain agile and competitive in an increasingly complex and volatile business environment. In conclusion, decision intelligence, powered by AI

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and analytics, is transforming the landscape of strategic decision-making. While the potential benefits of these technologies are vast, they are accompanied by challenges related to data integration, ethical considerations, and system interoperability. By addressing these challenges and leveraging the capabilities of AI-driven decision intelligence, organizations can unlock new opportunities for innovation, competitive advantage, and operational efficiency. As businesses continue to adapt to the rapidly evolving digital landscape, the role of AI in strategic decision-making will only become more significant, shaping the future of business strategy across industries. This study aims to explore the role of decision intelligence, combining artificial intelligence (AI) and analytics, in enhancing strategic decision-making processes within organizations.

2. Methods and Materials

This study employed a qualitative research design to explore the integration of decision intelligence through the merging of artificial intelligence (AI) and analytics in achieving strategic business gains. A purposive sampling method was used to recruit 22 participants who possess expertise or practical experience in decision intelligence, AI, and analytics. The participants were selected from online professional and academic platforms to ensure diversity in perspectives and experiences. Inclusion criteria required participants to have a minimum of three years of relevant experience or significant academic credentials in the domain.

Data were collected through semi-structured interviews conducted virtually to ensure flexibility and accessibility. An interview guide with open-ended questions was developed to facilitate in-depth discussions while allowing participants to share insights and experiences freely. Interviews lasted between 45 and 60 minutes and were audio-recorded with the participants' consent. Data collection continued until theoretical saturation was achieved, meaning no new themes or insights emerged from the interviews.

The interview recordings were transcribed verbatim to maintain the authenticity of the data. Transcripts were imported into NVivo software for systematic qualitative analysis. A thematic analysis approach was used, involving iterative coding and categorization to identify recurring patterns and significant themes. Initial codes were generated based on the interview guide, followed by inductive coding to capture emergent themes. Two researchers independently coded the data to enhance reliability, and discrepancies were resolved through discussion.

3. Findings and Results

The study included 22 participants, purposefully selected to ensure a diverse representation of expertise and experiences in decision intelligence. The participants were drawn from various professional backgrounds, including technology (n=8, 36%), analytics and data science (n=6, 27%), management (n=5, 23%), and academia (n=3, 14%). Gender distribution was relatively balanced, with 12 male participants (55%) and 10 female participants (45%). The majority of participants (n=16, 73%) had over five years of experience in their respective fields, while the remaining six participants (27%) had three to five years of experience. Educational backgrounds were equally diverse, with 15 participants (68%) holding advanced degrees (master's or doctorate) and the remainder (n=7, 32%) possessing undergraduate degrees.

Category	Subcategory	Concepts
Strategic Benefits of Decision Intelligence	Enhanced Decision-Making	Improved accuracy, Faster decisions, Reduced uncertainty
	Cost Efficiency	Operational cost reduction, Resource optimization, Budget control
	Competitive Advantage	Market leadership, First-mover advantage, Customer retention
	Scalability of Insights	Adaptable scaling, Diverse application domains, System flexibility
Integration Challenges	Data Integration	Data silos, Inconsistent formats, Legacy systems
	Algorithmic Bias	Bias in training data, Unfair predictions, Unintended consequences
	System Interoperability	Standardization gaps, Incompatible platforms, Integration delays
	Cost Barriers	High investment costs, Limited funding, Uncertain ROI
	Change Management	Resistance to change, Training needs, Leadership alignment
	Ethical Dilemmas	Privacy risks, Transparency concerns, Stakeholder trust
AI-Driven Analytics Techniques	Predictive Models	Pattern detection, Risk assessment, Outcome prediction
	Real-Time Analytics	Streaming data processing, Dynamic updates, Continuous monitoring
	Sentiment Analysis	Emotion recognition, Customer sentiment analysis, Public perception insights
	Big Data Processing	Cloud-based processing, Parallel computing, Scalable storage

Table 1. The Results of Qualitative Coding

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	Visualization Techniques	Interactive dashboards, Visual storytelling, Dynamic graphics
	Domain-Specific Algorithms	Health diagnostics, Financial risk modeling, Retail optimization
Future Prospects and Innovations	Next-Generation AI Models	Adaptive learning models, Transformer architectures, Generative techniques
	Collaborative AI Systems	AI-human collaboration, Hybrid intelligence, Co-creative models
	Sustainable Decision Frameworks	Green AI initiatives, Low-energy models, Ethical AI design
	Human-Centric AI Innovations	Empathy-driven AI, User feedback loops, Inclusive design

Strategic Benefits of Decision Intelligence

- 1. Enhanced Decision-Making: Participants highlighted that decision intelligence significantly improves decisionmaking accuracy, reduces uncertainty, and accelerates processes. For instance, one participant noted, "Using AI-driven analytics, we've achieved faster and more informed decisions, minimizing operational delays."
- 2. **Cost Efficiency**: A recurring theme was the ability of decision intelligence to optimize resources and reduce operational costs. One interviewee emphasized, "Our organization saved a significant portion of the budget by identifying inefficiencies through data-driven insights."
- 3. **Competitive Advantage**: Participants acknowledged that leveraging AI and analytics offers a competitive edge. *"Being the first to adopt these technologies gave us a strong market position and helped us retain key customers,"* one expert remarked.
- 4. Scalability of Insights: The adaptability of decision intelligence across various domains was also evident. As one participant described, "The scalability of these insights is transformative—we can apply them to diverse operations without additional costs."

Integration Challenges

- 1. **Data Integration**: The integration of heterogeneous data sources was a significant challenge. *"We face difficulties due to inconsistent data formats and legacy systems that don't communicate effectively,"* explained a participant.
- 2. Algorithmic Bias: Concerns about algorithmic bias emerged as a critical barrier. One participant shared, "Biases in training data often lead to unfair predictions, which can damage trust in the system."
- 3. **System Interoperability**: The lack of standardization and platform compatibility was frequently mentioned. *"It takes months to align new systems with our existing infrastructure, delaying the benefits we hope to achieve,"* noted an expert.
- 4. Cost Barriers: High initial investment costs and uncertain returns on investment were highlighted. "Small organizations often struggle to justify the upfront expenses despite the long-term benefits," one participant explained.
- 5. Change Management: Resistance to adopting new systems was another barrier. "Many employees resist change, and *it takes considerable training and alignment to bring everyone on board,*" a participant observed.
- 6. Ethical Dilemmas: Participants raised ethical concerns related to privacy and transparency. One expert remarked, *"Without proper safeguards, these technologies could easily violate privacy rights and erode stakeholder trust."*

AI-Driven Analytics Techniques

- 1. **Predictive Models**: AI's ability to detect patterns and predict outcomes was widely acknowledged. *"Predictive models have been crucial in risk assessment and optimizing decision-making processes,"* a participant explained.
- 2. **Real-Time Analytics**: The use of real-time analytics for continuous monitoring and dynamic updates was emphasized. *"Real-time insights allow us to respond to market changes instantly, which is a game-changer,"* noted one expert.
- 3. Sentiment Analysis: Emotion and sentiment analysis were also valuable tools. "By analyzing customer sentiment, we've gained deeper insights into public perceptions of our brand," shared a participant.
- 4. **Big Data Processing**: The processing of massive datasets was another strength. "Cloud-based systems have made it easier to manage large-scale data efficiently and cost-effectively," one participant remarked.
- 5. Visualization Techniques: Effective visualization was identified as essential for conveying insights. "Interactive dashboards and dynamic graphics help us communicate data-driven stories effectively," noted an expert.

Future Prospects and Innovations

1. **Next-Generation AI Models**: Participants were optimistic about the potential of advanced AI models. *"Generative techniques and adaptive learning models are setting new benchmarks in the field,"* stated one expert.

- 2. **Collaborative AI Systems**: The collaboration between humans and AI systems was another promising development. *"Hybrid intelligence systems are enabling us to combine human creativity with AI efficiency,"* shared a participant.
- 3. Sustainable Decision Frameworks: Sustainability was a recurring focus. "Green AI initiatives are not just ethical but also cost-effective in the long run," remarked a participant.
- 4. **Human-Centric AI Innovations**: The importance of empathy-driven AI was emphasized. "Designing systems that prioritize user feedback and inclusivity is key to building trust," noted one participant.

4. Discussion and Conclusion

This study aimed to explore the role of decision intelligence, combining AI and analytics, in enhancing strategic decisionmaking within organizations. The findings revealed several key insights into how decision intelligence can be leveraged to optimize business outcomes, as well as the challenges organizations face when integrating these advanced technologies. This section discusses the results in the context of existing literature, offering explanations for the observed trends and providing a deeper understanding of their implications.

The analysis identified four main themes related to decision intelligence: Strategic Benefits of Decision Intelligence, Integration Challenges, AI-Driven Analytics Techniques, and Future Prospects and Innovations. Within these themes, various subcategories emerged, highlighting the strengths and limitations of decision intelligence in strategic decision-making processes.

Strategic Benefits of Decision Intelligence: The participants in this study strongly agreed on the positive impact of decision intelligence on decision-making accuracy, cost efficiency, competitive advantage, and scalability of insights. Decision intelligence was found to improve the speed and quality of decision-making by providing real-time data analytics and predictive models. These benefits align with previous studies, which emphasize how AI and analytics reduce the cognitive load on decision-makers and enable more informed, faster decisions (Edilia, 2023). AI-driven decision-making is particularly useful in volatile environments where timely decisions are crucial for maintaining competitiveness. Abraheem (2023) and Kim and Seo (2023) also highlight that decision intelligence enhances strategic agility by offering timely insights into market conditions, thus improving organizational resilience (Abraheem, 2023; Kim & Seo, 2023).

Integration Challenges: Despite the strategic benefits, the study participants highlighted several barriers to the successful integration of decision intelligence. Data integration, algorithmic bias, system interoperability, high costs, and change management issues were consistently mentioned as critical obstacles. These findings are consistent with the work of Ilieva et al. (2021), who discuss the difficulties in harmonizing disparate data sources for AI-driven decision-making. In addition, the challenge of algorithmic bias has been well-documented in previous research (Ingram et al., 2022), where it was found that biased AI models could undermine decision-making fairness, particularly when data used to train the models are not diverse or representative. Furthermore, the high costs of AI implementation are often a barrier for small and medium-sized enterprises (SMEs), as noted by Kim and Seo (2023). These findings support the notion that while decision intelligence has transformative potential, significant effort is required to overcome integration challenges, especially for organizations with limited resources (Kim & Seo, 2023).

AI-Driven Analytics Techniques: The participants also identified various AI-driven analytics techniques that have been instrumental in improving strategic decision-making. Predictive models, real-time analytics, sentiment analysis, big data processing, and data visualization emerged as essential tools for enhancing decision-making efficiency. These techniques are in line with the findings Liao, Lü, and Xv (2022), who argue that predictive analytics can forecast market trends and consumer behaviors, allowing organizations to make proactive decisions (Liao et al., 2022). Real-time analytics, in particular, was highlighted as a crucial tool for organizations to maintain agility and respond rapidly to changing market conditions (Farayola, 2023). The integration of visualization techniques was also noted as an important factor in improving decision-making by making complex data easier to understand and act upon (Edilia, 2023).

Future Prospects and Innovations: The future of decision intelligence appears promising, with several participants emphasizing the role of next-generation AI models, collaborative AI systems, and human-centric innovations. These findings reflect the growing interest in advanced AI technologies, including generative models and hybrid systems that combine human

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and AI expertise (Ekellem, 2023). Krisprimandoyo (2023) also notes that future AI developments will focus on creating more inclusive, transparent systems that prioritize user feedback, which could enhance decision-making fairness and foster greater trust in AI-driven solutions (Krisprimandoyo, 2023).

The integration challenges identified in this study are consistent with the literature on AI adoption. In particular, the issue of data integration is a well-known barrier, as organizations often struggle to unify diverse datasets from multiple sources (Ilieva et al., 2021). As AI systems rely on vast amounts of data to generate insights, ensuring that data is compatible and Page | 6 accessible is crucial for successful decision-making. Ingram et al. (2022) also discuss the importance of data quality in decision analytics and note that low-quality or incomplete data can lead to flawed insights and biased decision-making (Ingram et al., 2022). This concern is further supported by the finding of algorithmic bias, which reflects the broader concerns about the ethical implications of AI in decision-making (Sazu & Jahan, 2022). As AI systems learn from historical data, they may inadvertently reinforce existing biases, leading to discriminatory outcomes in decision-making. These ethical concerns must be addressed through transparent processes and diverse datasets to build trust in AI systems (Ingram et al., 2022).

The theme of AI-driven analytics techniques further underscores the growing reliance on data science tools to support strategic decision-making. Our study found that these tools are essential for businesses to identify trends, predict future outcomes, and develop strategies that are responsive to market changes. This aligns with the work of Liao et al. (2022), who discuss the role of competitive intelligence in decision-making and highlight how organizations can use analytics to identify emerging opportunities or risks (Liao et al., 2022).

Finally, the future prospects theme emphasizes the evolving nature of decision intelligence, particularly with regard to nextgeneration AI models and collaborative AI systems. This theme is in line with Ekellem (2023), who suggests that AI models are becoming increasingly sophisticated, with the potential to provide even more accurate predictions and enhance human decision-making (Ekellem, 2023). The focus on human-centric innovations reflects the growing importance of designing AI systems that are not only efficient but also ethical and inclusive. As decision intelligence systems become more advanced, organizations must ensure that these technologies are designed to prioritize fairness, transparency, and accountability in decision-making.

While the findings of this study provide valuable insights into the role of decision intelligence in strategic decision-making, there are several limitations to consider. First, the study relies on a relatively small sample of 22 participants, which may limit the generalizability of the findings. Although the participants were selected to ensure a range of perspectives, the sample size may not fully capture the diversity of experiences and challenges faced by organizations of different sizes and industries. Second, the study primarily focused on participants from online platforms, which may not represent the views of organizations in other sectors or geographical regions. The findings may therefore be more applicable to the digital economy rather than traditional industries. Third, the study relied on qualitative data obtained through semi-structured interviews, which, while rich in detail, may be subject to interviewer bias and may not fully capture the complexity of decision intelligence in practice.

Given the limitations of this study, future research could benefit from a larger and more diverse sample of participants from various industries and regions to enhance the generalizability of the findings. Additionally, future studies could explore the long-term effects of decision intelligence on organizational performance by conducting longitudinal research. This would provide a deeper understanding of how the integration of AI and analytics influences decision-making over time and its impact on business outcomes. Moreover, future research could investigate the specific challenges organizations face in different sectors, such as healthcare, finance, or manufacturing, where decision intelligence may be applied differently. Finally, further studies could explore the ethical implications of AI in decision-making, focusing on how organizations can address algorithmic bias and ensure that decision intelligence systems are transparent and fair.

Organizations looking to adopt decision intelligence technologies should begin by focusing on overcoming integration challenges, such as data quality and interoperability. Investing in robust data management systems that can handle diverse data sources and ensure data consistency will be critical for successful AI adoption. Additionally, organizations must prioritize transparency and ethical considerations in the implementation of AI systems to build trust among stakeholders and avoid potential biases in decision-making. Providing ongoing training and support to decision-makers on how to interpret and act on AI-generated insights will also be essential for maximizing the value of decision intelligence. Finally, businesses should remain

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flexible and adaptable, continuously evaluating and refining their decision intelligence strategies to stay competitive in an evolving market landscape.

Ethical Considerations

All procedures performed in this study were under the ethical standards.

Acknowledgments

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Conflict of Interest

The authors report no conflict of interest.

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