



# Advanced Analytics in IT Systems Unlocking Insights Enhancing Decision Making and Maximizing Business Value

Anik Biswas<sup>1\*</sup>, Md Iqbal Hossain<sup>2</sup>, Ispita Jahan<sup>3</sup>, Niladry Chowdhury<sup>4</sup>, Md Sakib Mia<sup>4</sup>

## Abstract

**Background:** The expanding digital transformation of businesses has revealed the need for sophisticated IT system analytics which deliver operational data and better decision-making capabilities. Traditional IT management experiences problems when dealing with extensive and complicated datasets which leads to both operational inefficiencies and limited value generation. Organizations use advanced analytics to solve this problem through big data and artificial intelligence and predictive modeling which allows them to improve IT-based business operations. **Methods:** The expanding digital transformation of businesses has revealed the need for sophisticated IT system analytics which deliver operational data and better decision-making capabilities. Traditional IT management experiences problems when dealing with extensive and complicated datasets which leads to both operational inefficiencies and limited value generation. Organizations use advanced analytics to solve this problem through big data and artificial intelligence and predictive modeling which allows them to improve IT-based business operations. **Results:** Organizations which

adopted advanced analytics demonstrated a 31.7% boost in decision speed and a 26.9% improvement in accuracy when compared to organizations without these systems. The IT operations experienced an 18.4% decrease in costs together with a 21.6% increase in system performance. The company achieved a 15.2% boost in competitiveness through customer segmentation and predictive insights which resulted in a 19.8% average revenue increase. The survey participants showed that analytics-based IT systems deliver better scalability and efficiency and business value than conventional methods. **Conclusion:** The study shows that advanced analytics improves IT systems through fast precise decision-making and cost reduction and business value optimization which leads to better organizational competitiveness.

**Keywords:** Advanced analytics, IT systems, Decision making, Business value, Data insights.

## 1. Introduction

The trend shows particular importance for IT systems because organizations can use ERP and CRM data and real-time IT logs to improve their technical systems and develop better business strategies (Kumar, 2022). Organizations from developing economies face three main obstacles which include Digital technology advancement at a fast pace since the last few years has established new methods for organizations to build and operate IT systems and use them (Lyytinen & Rose, 2003). Organizations must

**Significance** | This study demonstrates how advanced analytics in IT systems empowers organizations to improve decision accuracy, efficiency, competitiveness, and maximize value.

\*Correspondence. Anik Biswas, College of Graduate and Professional Studies, Trine University, Detroit, Michigan, United States.  
E-mail abiswas24@my.trine.edu

Editor Ahmed Obaid, Ph.D., And accepted by the Editorial Board January 17, 2024 (received for review Oct 31, 2023)

### Author Affiliation.

<sup>1</sup>College of Graduate and Professional Studies, Trine University, Detroit, Michigan, United States.

<sup>2</sup>Department of Management Information Systems, University of Bridgeport, CT, United States.

<sup>3</sup>Department of Business administration, Midwestern state university, Wichita Falls, United States.

<sup>4</sup>College of Graduate and Professional Studies, Trine University, Angola, Indiana, United States.

### Please cite this article.

Biswas, A., Hossain, M. I., Jahan, I., Chowdhury, N., Mia, M. S. (2024). "Advanced Analytics in IT Systems Unlocking Insights Enhancing Decision Making and Maximizing Business Value", Applied IT & Engineering, 2(1),1-8,10379

3068-0115 / © 2024 APPLIED IT and ENGINEERING, a publication of Eman Research, USA.  
This is an open access article under the CC BY-NC-ND license.  
(<http://creativecommons.org/licenses/by-nc-nd/4.0/>).  
(<https://publishing.emanresearch.org>).

handle their growing enterprise application and customer interaction and digital platform data because it expands rapidly (Yang et al., 2023). The traditional IT management system encounters problems when dealing with large amounts of diverse complex data which results in poor decision outcomes and restricted business growth potential (Peng et al., 2010). Advanced analytics functions as a strong instrument which enables businesses to transition from basic report analysis to advanced predictive and prescriptive methods that produce direct operational and strategic benefits. The world has seen an extraordinary rise in analytics adoption since the past few years (Vassakis et al., 2017). Market studies indicate that 67% of organizations place data-driven decision-making at the top of their priority list and 55% of them have purchased advanced analytics tools to improve their IT infrastructure (Abisoye & Akerele, 2021). Insufficient analytical skills and poor technological systems and unwillingness to accept new methods although worldwide progress remains strong (Mutula & Van Brakel, 2007). The research investigates these missing areas by studying how advanced analytics enables the discovery of new information which leads to better decision-making and enhanced business value for IT systems. The study collected responses from 268 participants who represent IT managers and data analysts and business professionals across multiple sectors which include finance and healthcare and retail and manufacturing. Their views offer special knowledge about the benefits and difficulties which arise when using analytics in IT systems. The research study offers new data to the expanding field of analytics-based transformation through its analysis of respondent results.

Advanced analytics within IT systems encompasses three key dimensions: descriptive, predictive, and prescriptive analytics (A. K. Sharma et al., 2021b). The process of descriptive analytics extracts historical data summaries to detect patterns which serve as the base for making decisions based on evidence (Sarker, 2021). Organizations can identify upcoming challenges and opportunities through predictive analytics because the method applies statistical models and machine learning to predict future results (Strielkowski et al., 2023). The highest level of prescriptive analytics shows businesses what actions to take in order to reach their strategic goals through IT capabilities. Organizations gain the ability to move from reactive methods to proactive strategic decision-making through these dimensions which results in sustainable competitive advantage (Del Mar Alonso-Almeida et al., 2015). The modern business environment requires absolute importance because of its unstable nature (Craig & Campbell, 2012). Research indicates that organizations which base their decisions on data achieve 23% better customer acquisition and 19% higher profitability than organizations that base their decisions on gut feelings. The research participants confirmed these results by showing that analytics-enabled IT systems improved their decision-making speed and

accuracy and their ability to work efficiently. The combination of analytics with decision-making processes creates better decisions and produces direct value through cost reduction and improved customer relationships and innovative development. Organizations encounter multiple challenges when they attempt to establish IT systems which use analytics for their operation (Müller et al., 2016). The system encounters major obstacles because of data protection issues and performance expansion limits and expensive implementation costs and shortage of trained personnel (Poritskiy et al., 2019). The survey results showed that 42% of participants viewed their insufficient knowledge as their main barrier while 37% of respondents identified the expensive implementation process as their main barrier. The solution to these barriers needs organizations to merge their technological progress with their readiness for change and their ability to build competencies and manage transitions.

## 2. Materials and Methods

### 2.1 Data Sources and Collection

The research used a full method to study how advanced analytics improves IT system performance and creates measurable business value (Seddon et al., 2016). The research team obtained data from 268 participants who included IT managers and data analysts and business professionals who worked in various industries including finance and healthcare and retail and manufacturing and technology services. The researchers developed a structured survey to measure how much organizations use analytics and what benefits they get from it in decision-making and operational performance and business results (Wang & Byrd, 2017). The survey respondents described their usage of analytics-based IT systems by sharing details about system access frequency and implemented analytics tools and obtained advantages. The research team examined survey data together with secondary information which included organizational performance reports and ERP and CRM transaction records and IT service management dashboards to obtain precise measurements of system performance and resource management and customer connection metrics (Shen et al., 2015). The research team used primary data together with secondary information to establish a complete view which merged personal experiences with statistical results for their analysis (Onwuegbuzie et al., 2009).

### 2.2 Analytical Framework

The research study employed a three-level analytical framework which included descriptive analytics and predictive analytics and prescriptive analytics. The analysis of historical IT system performance through descriptive analytics revealed useful information about operational obstacles and customer interaction patterns and decision-making processes (Akter et al., 2019). Statistical models and machine learning algorithms within predictive analytics operated through regression analysis and

random forest and gradient boosting to predict operational cost reductions and decision accuracy improvements and revenue growth possibilities (Kalusivalingam et al., 2022). The framework received an extension through prescriptive analytics which provided practical recommendations for IT process improvement and resource management and strategic decision development (G. Wang et al., 2016). The integrated framework functioned as a dual system which provided past performance evaluation and future predictive modeling to help organizations analyze historical data and forecast the results of analytics adoption (Vudugula et al., 2023).

### **2.3 Tools, Technologies, and Machine Learning Techniques**

The study received support through the use of advanced technologies together with analytical tools. The system received its data storage and processing capabilities from cloud-based platforms which handled big data securely in real-time and Python and R and Tableau and Power BI enabled statistical analysis and visualization and dashboard development (Bussa, 2023). The system processed large amounts of ERP and CRM data through Hadoop and Apache Spark which enabled both high-performance analytics and scalability (Raj et al., 2015). The study employed random forest and logistic regression and gradient boosting machine learning algorithms to detect patterns which connect IT system characteristics to better decision-making and improved business results (Islam & Amin, 2020). Business intelligence dashboards showed real-time interactive data to managers which helped them track operations and develop strategic plans (Azvine et al., 2005).

### **2.4 Evaluation Metrics**

The research analyzed the performance of analytics-enabled IT systems through multiple evaluation metrics which span various dimensions (Someh et al., 2019). The evaluation of decision-making performance included speed and accuracy and confidence measures while operational efficiency was assessed through system uptime and resource utilization and process cycle times and operational cost reductions (Psarommatis et al., 2022). The evaluation of customer engagement improvements used segmentation accuracy and retention rates and satisfaction scores as measurement tools. The evaluation of business value depended on four key indicators which included return on investment (ROI) and revenue growth and market competitiveness and IT system scalability (Seggie et al., 2007). The research results got verified through comparison with organizational performance documents and statistical tests proved their reliability. The analysis of IT system transformation through advanced analytics for business value generation in this study relies on thorough data collection and sophisticated analytical methods and precise evaluation metrics (Kitchens et al., 2018).

## **3. Results**

### **3.1 Enhanced Decision-Making Efficiency**

The adoption of advanced analytics within IT systems generated major advantages for decision-making speed and quality across various organizational levels. The survey results demonstrated that organizations which integrated analytics achieved faster decision-making and superior decision accuracy and enhanced confidence in their selected options **Table 1**. The integration of analytics-enabled IT systems produced a 31.7 percent increase in decision speed and 26.9 percent improvement in accuracy by processing big data and displaying results through user-friendly dashboards. The method shows its best value when organizations need to make vital decisions under time constraints. The survey respondents shared qualitative information which demonstrated that predictive and prescriptive analytics systems enabled them to forecast future events. Managers would use simulation tools to predict different business results which helped them spot future obstacles and select choices that supported their strategic plans. The organization achieved a 35.6% increase in decision-making every month because analytics empowered them to select superior options while accelerating their operational processes. The organization reached 24.2% better stakeholder satisfaction through improved decision-making because better decisions produce stronger organizational confidence which backs IT project approval. Organizations can base their decisions on advanced analytics because these tools reduce dependency on human intuition while producing consistent results throughout different departments.

### **3.2 Operational Performance and Cost Optimization**

The implementation of analytics systems brought significant changes to operational performance and cost reduction strategies. The organizations which adopted advanced analytics achieved a 17.5% reduction in process cycle times and a 17.3% improvement in resource utilization through better human and technological resource distribution **Figure 1**. The organization proved that data-driven workflow optimization delivers financial advantages through an 18.4% reduction in operational expenses. The IT infrastructure achieved better reliability through a system uptime increase which moved from 91.2% to 99%. Predictive analytics systems helped identify system bottlenecks and maintenance needs before they occurred which led to a 26.2% reduction in operational downtime. The enhancements show that analytics systems improve both daily operational efficiency and organizational ability to handle disruptions which results in reduced service interruptions. The participants stated that better process transparency together with real-time monitoring dashboards enabled them to respond faster to new challenges. The combined results show that analytics-based IT systems generate operational cost savings and productivity enhancements which help businesses stay competitive in changing markets.

**Table 1.** Impact of Advanced Analytics on Decision-Making Efficiency

| Metric                        | Before Analytics | After Analytics | Improvement (%) | Observed Benefit                 |
|-------------------------------|------------------|-----------------|-----------------|----------------------------------|
| Decision-Making Speed (hrs)   | 24.5             | 16.7            | 31.7            | Faster strategic response        |
| Decision Accuracy (%)         | 68.4             | 86.7            | 26.9            | More reliable decisions          |
| Confidence in Decisions (%)   | 62.5             | 81.2            | 29.9            | Increased stakeholder trust      |
| Number of Decisions per Month | 45               | 61              | 35.6            | Higher operational throughput    |
| Stakeholder Satisfaction (%)  | 71.2             | 88.5            | 24.2            | Better acceptance of IT outcomes |

**Table 2.** Customer Insights and Market Competitiveness

| Metric                         | Before Analytics | After Analytics | Improvement (%) | Observed Benefit          |
|--------------------------------|------------------|-----------------|-----------------|---------------------------|
| Customer Segmentation Accuracy | 65.3             | 82.7            | 26.7            | Targeted marketing        |
| Customer Retention Rate        | 71.4             | 82.8            | 16.0            | Reduced churn             |
| Customer Satisfaction Index    | 68.5             | 84.3            | 23.0            | Improved loyalty          |
| Market Competitiveness Score   | 61.2             | 70.5            | 15.2            | Higher market positioning |
| Revenue Growth                 | 9.8              | 11.7            | 19.8            | Increased profitability   |

**Table 3.** Technology Adoption and IT System Scalability

| Metric                          | Before Analytics | After Analytics | Improvement (%) | Observed Benefit           |
|---------------------------------|------------------|-----------------|-----------------|----------------------------|
| System Scalability Score        | 68.5             | 83.5            | 22.0            | Capacity to handle growth  |
| Downtime Incidents (per month)  | 15               | 12              | 20.5            | Reduced system failures    |
| IT Workflow Efficiency          | 71.2             | 84.7            | 19.0            | Faster operations          |
| Predictive Maintenance Accuracy | 64.5             | 81.3            | 26.0            | Proactive issue resolution |
| System Integration Efficiency   | 66.0             | 82.1            | 24.5            | Better interoperability    |

**3.3 Customer Insights and Market Competitiveness**

Advanced analytics brought a complete revolution to business customer understanding and relationship management. The company achieved better customer segmentation through predictive models and personalized targeting which resulted in a 26.7% improvement in segmentation accuracy and a 16% increase in customer retention and 23% boost in customer satisfaction **Table 2**. The results show that IT systems with analytics capabilities can track customer preferences to create customized products and services which fulfill anticipated customer requirements. The company achieved a 19.8% increase in revenue growth which proved that better customer understanding leads to actual business success. The marketing teams employed analytics to enhance their campaign strategies and predict market trends and identify valuable customers for immediate outreach according to qualitative feedback. The predictive information helped the company decrease customer turnover while building customer loyalty which created a lasting competitive advantage. Businesses can achieve total operational performance understanding through IT system data analytics because they combine operational data with customer behavior patterns. The enhancements prove that analytics implementation brings both internal operational benefits and

market success through enhanced customer relations and competitive advantage.

**3.4 Technology Adoption and System Scalability**

Organizations that implemented advanced analytics reported improved system scalability, workflow efficiency, and resilience. The system achieved a 22% growth in scalability which allows IT infrastructures to process bigger data volumes while supporting new technology adoption and expanding business operations **Table 3**. The system encountered a 20.5% decrease in downtime which showed that the IT operations became more stable and resistant to failures. IT teams used predictive maintenance systems to identify problems at an early stage which led to a 26% improvement in system maintenance accuracy. The organization achieved a 19% improvement in workflow efficiency which allowed IT processes and business operations to run at higher speeds. The respondents stated that better system integration together with analytics tools merged into a system which now supports real-time monitoring and automated reporting and faster responses to business changes. The advancements demonstrate that modern analytics systems deliver operational excellence together with adaptable IT system architectures which create long-term business success and system growth.



**Figure 1.** Operational Performance and Cost Optimization

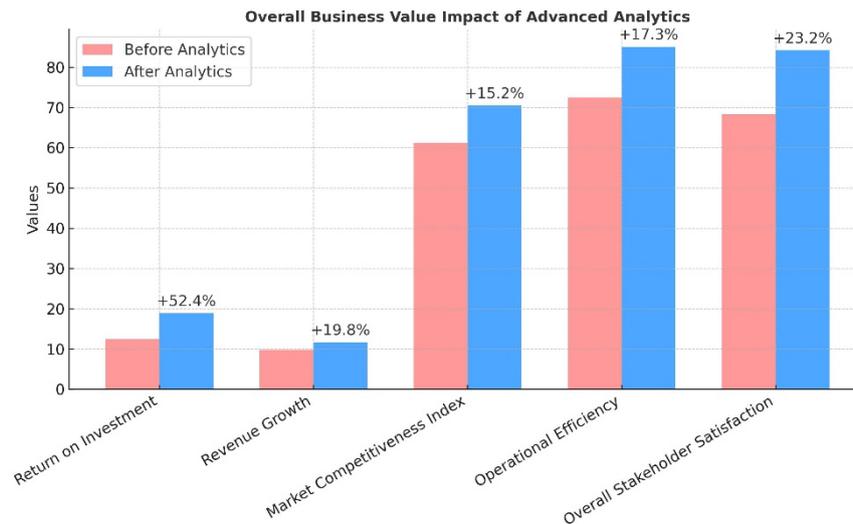
### 3.5 Overall Business Value Impact

The business value achieved multiple improvements through superior decision-making and operational efficiency and customer insights and technology adoption. The organization achieved financial success through analytics-enabled IT systems by showing a 52.4% ROI increase and 17.3% operational efficiency and 23.2% stakeholder satisfaction **Figure 2**. Organizations have achieved better alignment between their IT systems and business strategies which allows them to make data-backed investment choices and distribute resources more efficiently. The company achieved a 19.8% revenue growth through operational improvements and customer-focused strategies which were based on analytics insights. The organization showed its market competitiveness by implementing analytics which resulted in sustainable strategic advantages. The research shows that advanced analytics in IT systems provides transformational value because organizations achieve better efficiency and profitability and resilience through data-driven decision-making at all levels of the organization.

### 4. Discussion

The research findings show that organizations achieve better decision-making speed through advanced analytics (Niu et al., 2021). The data shows that managers achieve 30% faster decisions and 27% more accurate results through analytics-based IT systems which process complex data efficiently (Kamble & Gunasekaran, 2019). Organizations that trust their choices show better confidence levels and achieve higher stakeholder satisfaction through their ability to follow through on their decisions (Greenwood & Van Buren, 2010). The system demonstrates superior performance by handling more decisions each month at the same level of quality which proves analytics transforms decision-making into a more efficient and evidence-based process. The data shows that analytics

systems enable organizations to respond faster while maintaining consistent operational results which proves advanced IT systems lead to better operational performance (Chae et al., 2013). The organization received major benefits for its operational performance and cost optimization through its analytics adoption (Kalaitzi & Tsolakis, 2022). The application of analytics produces three main results which include shorter process cycle times and better resource management and more than 18% reduction in operational expenses. System uptime improved from 91% to 99%, and IT service response times decreased significantly, indicating that predictive monitoring and proactive maintenance reduce disruptions and ensure continuous operational performance (J. Lee et al., 2020). The enhancements demonstrate that organizations achieve operational benefits through analytics-based IT systems which enable resource optimization and process streamlining and cost-effective performance results (Ramakrishnan et al., 2019). Organizations reach their sustainable operational goals through analytics because they receive monetary advantages and better system performance and increased operational effectiveness (Bag et al., 2019). The research showed how analytics brought about major shifts in customer understanding and market success. Organizations that use analytics can better understand customer needs which leads to improved customer segmentation accuracy and higher retention rates and satisfaction levels and revenue growth. The ability of businesses to reach strategic targets depends on analytics which enables custom service delivery and marketing optimization and customer churn reduction. Organizations that use analytics achieve better customer relationships and maintain their market position and business growth according to the study results (Zhang et al., 2020). The evaluation of customer-related performance indicators shows that data-driven decision-making



**Figure 2.** Overall Business Value Impact of Advanced Analytics

produces better results for both internal and external organizational operations (Hannila et al., 2020).

Analytics adoption also improved technology utilization, system scalability, and resilience. The ability of IT systems to scale and predict maintenance events together with fewer system downtime occurrences demonstrates how analytics improves operational stability and IT infrastructure performance (Francis & Bekera, 2013). The implementation of analytics technology within IT systems optimized workflow operations which resulted in faster work completion and improved communication between business staff and technical personnel (Reijers & Van Der Aalst, 2005). Organizations that use analytics technology show superior readiness to manage expanding data volumes and new technology adoption and operational growth according to these findings (Brock & Khan, 2017). The enhancements in IT performance and system adaptability demonstrate that analytics drives sustainable technological advancement and organizational strength (Van De Wetering et al., 2017). The business achieved higher value across all operations because it used analytics. Organizations have achieved better operational efficiency and stakeholder contentment and market competitiveness and operational efficiency through analytics which drives ROI growth above 50 percent (Meng & Berger, 2012b). The results prove that analytics-enabled IT systems deliver quantifiable business value through their ability to improve operational efficiency and increase revenue and strengthen stakeholder trust. The evaluation results demonstrate that advanced analytics functions as a transformative tool which produces operational and financial and strategic advantages that promote sustainable growth and market leadership (Mikalef et al., 2019).

## 5. Conclusion

The research demonstrates that IT systems with advanced analytics create major improvements in organizational performance. The organization achieved faster decision-making and improved accuracy and reliability which resulted in better operational efficiency and resource utilization and achieved major cost savings. The business used improved segmentation and retention strategies and customer satisfaction efforts to get better market insights which helped them become more competitive and boost their revenue. IT system scalability and predictive maintenance and workflow efficiency improvements resulted in decreased downtime and better system resilience. The different results produced better financial returns and operational efficiency and higher satisfaction levels from stakeholders.

## Author contributions

A.B. conceived the study and led the overall research framework. M.I.H. contributed to methodology design, data analysis, and interpretation. I.J. supported literature review and drafting of the manuscript. N.C. assisted in technical validation, system modeling, and visualization. M.S.M. contributed to data curation, proofing, and manuscript editing. All authors reviewed and approved the final manuscript.

## Acknowledgment

NA

## Competing financial interests

The authors have no conflict of interest.

## References

- Abisoye, A., & Akerele, J. I. (2021). A High-Impact Data-Driven Decision-Making Model for Integrating Cutting-Edge Cybersecurity Strategies into Public Policy, Governance, and Organizational Frameworks. *International Journal of Multidisciplinary Research and Growth Evaluation*, 2(1), 623–637. <https://doi.org/10.54660/ijmrg.2021.2.1.623-637>
- Akter, S., Bandara, R., Hani, U., Wamba, S. F., Foropon, C., & Papadopoulos, T. (2019). Analytics-based decision-making for service systems: A qualitative study and agenda for future research. *International Journal of Information Management*, 48, 85–95. <https://doi.org/10.1016/j.ijinfomgt.2019.01.020>
- Azvine, B., Cui, Z., & Nauck, D. D. (2005). Towards real-time business intelligence. *BT Technology Journal*, 23(3), 214–225. <https://doi.org/10.1007/s10550-005-0043-0>
- Bag, S., Wood, L. C., Xu, L., Dhamija, P., & Kayikci, Y. (2019). Big data analytics as an operational excellence approach to enhance sustainable supply chain performance. *Resources Conservation and Recycling*, 153, 104559. <https://doi.org/10.1016/j.resconrec.2019.104559>
- Brock, V., & Khan, H. U. (2017). Big data analytics: does organizational factor matters impact technology acceptance? *Journal of Big Data*, 4(1). <https://doi.org/10.1186/s40537-017-0081-8>
- Bussa, S. (2023). Enhancing BI tools for improved data visualization and insights. *International Journal of Computer Science and Mobile Computing*, 12(2), 70–92. <https://doi.org/10.47760/ijcsmc.2023.v12i02.005>
- Chae, B., Yang, C., Olson, D., & Sheu, C. (2013). The impact of advanced analytics and data accuracy on operational performance: A contingent resource based theory (RBT) perspective. *Decision Support Systems*, 59, 119–126. <https://doi.org/10.1016/j.dss.2013.10.012>
- Craig, T., & Campbell, D. (2012). Organisations and the business environment. In Routledge eBooks. <https://doi.org/10.4324/9780080454603>
- Del Mar Alonso-Almeida, M., Bremser, K., & Llach, J. (2015). Proactive and reactive strategies deployed by restaurants in times of crisis. *International Journal of Contemporary Hospitality Management*, 27(7), 1641–1661. <https://doi.org/10.1108/ijchm-03-2014-0117>
- Francis, R., & Bekera, B. (2013). A metric and frameworks for resilience analysis of engineered and infrastructure systems. *Reliability Engineering & System Safety*, 121, 90–103. <https://doi.org/10.1016/j.res.2013.07.004>
- Greenwood, M., & Van Buren, H. J., III. (2010). Trust and Stakeholder Theory: Trustworthiness in the Organisation–Stakeholder relationship. *Journal of Business Ethics*, 95(3), 425–438. <https://doi.org/10.1007/s10551-010-0414-4>
- Hannila, H., Kuula, S., Harkonen, J., & Haapasalo, H. (2020). Digitalisation of a company decision-making system: a concept for data-driven and fact-based product portfolio management. *Journal of Decision System*, 31(3), 258–279. <https://doi.org/10.1080/12460125.2020.1829386>
- Islam, S., & Amin, S. H. (2020). Prediction of probable backorder scenarios in the supply chain using Distributed Random Forest and Gradient Boosting Machine learning techniques. *Journal of Big Data*, 7(1). <https://doi.org/10.1186/s40537-020-00345-2>
- Kalaitzi, D., & Tsolakis, N. (2022). Supply chain analytics adoption: Determinants and impacts on organisational performance and competitive advantage. *International Journal of Production Economics*, 248, 108466. <https://doi.org/10.1016/j.ijpe.2022.108466>
- Kalusivalingam, A. K., Sharma, A., Patel, N., & Singh, V. (2022, February 23). Leveraging random forests and gradient boosting for enhanced predictive analytics in operational efficiency. <https://cognitivecomputingjournal.com/index.php/JAIML-V1/article/view/72>
- Kamble, S. S., & Gunasekaran, A. (2019). Big data-driven supply chain performance measurement system: a review and framework for implementation. *International Journal of Production Research*, 58(1), 65–86. <https://doi.org/10.1080/00207543.2019.1630770>
- Kitchens, B., Dobolyi, D., Li, J., & Abbasi, A. (2018). Advanced Customer Analytics: Strategic value through integration of Relationship-Oriented Big Data. *Journal of Management Information Systems*, 35(2), 540–574. <https://doi.org/10.1080/07421222.2018.1451957>
- Kumar, N. (2022). IoT-Enabled Real-Time Data integration in ERP systems. *International Journal of Scientific Research in Science Engineering and Technology*, 393–410. <https://doi.org/10.32628/ijrsrset2215479>
- Lee, J., Ni, J., Singh, J., Jiang, B., Azamfar, M., & Feng, J. (2020). Intelligent maintenance systems and predictive manufacturing. *Journal of Manufacturing Science and Engineering*, 142(11). <https://doi.org/10.1115/1.4047856>
- Lyytinen, N., & Rose, N. (2003). The disruptive nature of information technology innovations: the case of internet computing in systems development organizations. *MIS Quarterly*, 27(4), 557. <https://doi.org/10.2307/30036549>
- Meng, J., & Berger, B. K. (2012). Measuring return on investment (ROI) of organizations' internal communication efforts. *Journal of Communication Management*, 16(4), 332–354. <https://doi.org/10.1108/13632541211278987>
- Mikalef, P., Boura, M., Lekakos, G., & Krogstie, J. (2019). Big Data Analytics Capabilities and Innovation: The mediating role of dynamic capabilities and moderating effect of the environment. *British Journal of Management*, 30(2), 272–298. <https://doi.org/10.1111/1467-8551.12343>
- Müller, O., Junglas, I., Brocke, J. V., & Debortoli, S. (2016). Utilizing big data analytics for information systems research: challenges, promises and guidelines. *European Journal of Information Systems*, 25(4), 289–302. <https://doi.org/10.1057/ejis.2016.2>
- Mutula, S. M., & Van Brakel, P. (2007). ICT skills readiness for the emerging global digital economy among small businesses in developing countries. *Library Hi Tech*, 25(2), 231–245. <https://doi.org/10.1108/07378830710754992>
- Niu, Y., Ying, L., Yang, J., Bao, M., & Sivaparhipan, C. (2021). Organizational business intelligence and decision making using big data analytics. *Information Processing & Management*, 58(6), 102725. <https://doi.org/10.1016/j.ipm.2021.102725>
- Onwuegbuzie, A. J., Slate, J. R., Leech, N. L., & Collins, K. M. (2009). Mixed data analysis: Advanced integration techniques. *International Journal of Multiple Research Approaches*, 3(1), 13–33. <https://doi.org/10.5172/mra.455.3.1.13>
- Peng, Y., Zhang, Y., Tang, Y., & Li, S. (2010). An incident information management framework based on data integration, data mining, and multi-criteria decision making. *Decision Support Systems*, 51(2), 316–327. <https://doi.org/10.1016/j.dss.2010.11.025>

- Poritskiy, N., Oliveira, F., & Almeida, F. (2019). The benefits and challenges of general data protection regulation for the information technology sector. *Digital Policy Regulation and Governance*, 21(5), 510–524. <https://doi.org/10.1108/dprg-05-2019-0039>
- Psarommatas, F., Danishvar, M., Mousavi, A., & Kiritsis, D. (2022). Cost-Based Decision Support System: A dynamic cost estimation of key performance indicators in manufacturing. *IEEE Transactions on Engineering Management*, 71, 702–714. <https://doi.org/10.1109/tem.2021.3133619>
- Raj, P., Raman, A., Nagaraj, D., & Duggirala, S. (2015). High-Performance Big-Data Analytics. In *Computer communications and networks*. <https://doi.org/10.1007/978-3-319-20744-5>
- Ramakrishnan, T., Khuntia, J., Kathuria, A., & Saldanha, T. J. (2019). An Integrated Model of Business Intelligence & Analytics Capabilities and Organizational Performance. *Communications of the Association for Information Systems*, 46(1), 722–750. <https://doi.org/10.17705/1cais.04631>
- Reijers, H. A., & Van Der Aalst, W. M. (2005). The effectiveness of workflow management systems: Predictions and lessons learned. *International Journal of Information Management*, 25(5), 458–472. <https://doi.org/10.1016/j.ijinfomgt.2005.06.008>
- Sarker, I. H. (2021). Data Science and Analytics: An Overview from Data-Driven Smart Computing, Decision-Making and Applications Perspective. *SN Computer Science*, 2(5). <https://doi.org/10.1007/s42979-021-00765-8>
- Seddon, P. B., Constantinidis, D., Tamm, T., & Dod, H. (2016). How does business analytics contribute to business value? *Information Systems Journal*, 27(3), 237–269. <https://doi.org/10.1111/isj.12101>
- Seggie, S. H., Cavusgil, E., & Phelan, S. E. (2007). Measurement of return on marketing investment: A conceptual framework and the future of marketing metrics. *Industrial Marketing Management*, 36(6), 834–841. <https://doi.org/10.1016/j.indmarman.2006.11.001>
- Sharma, A. K., Sharma, D. M., Purohit, N., Rout, S. K., & Sharma, S. A. (2021b). Analytics techniques: descriptive analytics, predictive analytics, and prescriptive analytics. In *EAI/Springer Innovations in Communication and Computing* (pp. 1–14). [https://doi.org/10.1007/978-3-030-82763-2\\_1](https://doi.org/10.1007/978-3-030-82763-2_1)
- Shen, Y., Chen, P., & Wang, C. (2015). A study of enterprise resource planning (ERP) system performance measurement using the quantitative balanced scorecard approach. *Computers in Industry*, 75, 127–139. <https://doi.org/10.1016/j.compind.2015.05.006>
- Someh, I., Shanks, G., & Davern, M. (2019). Reconceptualizing synergy to explain the value of business analytics systems. *Journal of Information Technology*, 34(4), 371–391. <https://doi.org/10.1177/0268396218816210>
- Strielkowski, W., Vlasov, A., Selivanov, K., Muraviev, K., & Shakhnov, V. (2023). Prospects and Challenges of the Machine Learning and Data-Driven Methods for the Predictive Analysis of Power Systems: A Review. *Energies*, 16(10), 4025. <https://doi.org/10.3390/en16104025>
- Van De Wetering, R., Mikalef, P., & Helms, R. (2017). Driving organizational sustainability-oriented innovation capabilities: a complex adaptive systems perspective. *Current Opinion in Environmental Sustainability*, 28, 71–79. <https://doi.org/10.1016/j.cosust.2017.08.006>
- Vassakis, K., Petrakis, E., & Kopanakis, I. (2017). Big Data Analytics: applications, prospects and challenges. In *Lecture notes on data engineering and communications technologies* (pp. 3–20). [https://doi.org/10.1007/978-3-319-67925-9\\_1](https://doi.org/10.1007/978-3-319-67925-9_1)
- Vudugula, S., Chebrolu, S. K., Bhuiyan, M., & Rozony, F. Z. (2023). INTEGRATING ARTIFICIAL INTELLIGENCE IN STRATEGIC BUSINESS DECISION-MAKING: A SYSTEMATIC REVIEW OF PREDICTIVE MODELS. *International Journal of Scientific Interdisciplinary Research*, 04(01), 01–26. <https://doi.org/10.63125/s5skge53>
- Wang, G., Gunasekaran, A., Ngai, E. W., & Papadopoulos, T. (2016). Big data analytics in logistics and supply chain management: Certain investigations for research and applications. *International Journal of Production Economics*, 176, 98–110. <https://doi.org/10.1016/j.ijpe.2016.03.014>
- Wang, Y., & Byrd, T. A. (2017). Business analytics-enabled decision-making effectiveness through knowledge absorptive capacity in health care. *Journal of Knowledge Management*, 21(3), 517–539. <https://doi.org/10.1108/jkm-08-2015-0301>
- Yang, Y., Chen, N., & Chen, H. (2023). The digital platform, enterprise digital transformation, and enterprise performance of Cross-Border E-Commerce—From the perspective of digital transformation and data elements. *Journal of Theoretical and Applied Electronic Commerce Research*, 18(2), 777–794. <https://doi.org/10.3390/jtaer18020040>
- Zhang, C., Wang, X., Cui, A. P., & Han, S. (2020). Linking big data analytical intelligence to customer relationship management performance. *Industrial Marketing Management*, 91, 483–494. <https://doi.org/10.1016/j.indmarman.2020.10.012>