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Harnessing Big Data for Strategic Decision-Making in Digital Enterprises

ADEOLA ABOLAJI

Abstract- ***Big Data has been applied to organisational strategy and has revolutionised the decision-making process of digital enterprises and the optimisation of their operations and competitive advantages. This paper discusses the value of Big Data as a strategic resource which improves managerial decision-making and organisational agility in the digital economy. Based on available literature, this study explores the theoretical basis of the data-driven strategy, specifically the Resource-Based View (RBV), Dynamic Capabilities Theory, and Data-Driven Decision-Making (DDDM) schools of thought. This paper argues that Big Data would allow companies to shift to evidence-based strategic decision-making as opposed to intuition-driven decisions, enhance innovation and responsiveness, as well as market intelligence. It also establishes managerial and ethical issues like data quality, complexity of integration, and algorithmic bias that determine the capacity of organisations to use data for strategic purposes. The paper concludes by proposing a conceptual framework that explains how Big Data capabilities lead to strategic insight and decision excellence in digital businesses, with a focus on prospects such as the incorporation of artificial intelligence (AI), real-time analytics and data democratisation.***

Keywords: Big Data, Strategic Decision-Making, Digital Enterprises, Predictive Analytics, Business Intelligence, Artificial Intelligence

I. INTRODUCTION

In the modern digital economy, one of the most useful strategic resources has become data. Social media, sensors, enterprise systems and digital platforms are creating and consuming data at unprecedented rates by organisations. Big Data, with its volume, velocity, variety, veracity, and value, can be seen as a new prism of strategic decision-making because it allows companies to reveal patterns, predict trends, and respond to changes in advance (Nyoni, 2025).

The potential of Big Data can be seen in the example of digital enterprises like Amazon, Google, and Alibaba. Predictive and prescriptive analytics are applied by these organisations to perfect supply chains, personalise user experiences, and optimise pricing on the fly. According to Siddiqui et al. (2024), data-centric methods cause a paradigm shift in managerial planning by making decisions predictive rather than reactive and including foresight in them.

However, strategic use of Big Data does not only involve the adoption of technology, but also involves cultural and organisational change. Pothuri and Reddy (2019) argue that digital enterprises need to create coherent data ecosystems that match the analytics capabilities to the strategic goals. This is against the backdrop this paper offers a conceptual analysis of how Big Data can be used in order to improve strategic decision-making within digital enterprises, combining theories and literature to explore the processes, issues, and prospects of data-driven strategic management.

II. THEORETICAL FOUNDATIONS

The Resource-Based View (RBV)

The RBV, a strategic management framework, posits that sustainable competitive advantage is based on valuable, non-substitutable, rare, and inimitable resources (Barney, 1991). In this context, Big Data analytics is a strategic asset that aids in making excellent decisions. According to Gao and Sarwar (2024), companies utilising the opportunities of Big Data management generate peculiar insights and agility and can thus surpass their rivals. The incorporation of Big Data into the strategy will ensure that the raw information becomes an invaluable element of the organisation that is hard to replicate.

Dynamic Capabilities Theory

The Dynamic Capabilities Theory by Teece (2007) is a continuation of RBV, which focuses on the capability of an organisation to integrate, develop, and restructure the internal and external competencies in dynamic environments. The Big Data analytics augment these abilities by delivering real-time intelligence that can be used to sense, seize, and convert opportunities in real-time. Amankwah-Amoah and Adomako (2019) highlight the fact that

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firms that possess robust Big Data are more dynamic and can respond to technological disruptions, which is a characteristic of strategic agility.

Data-Driven Decision-Making (DDDM) Theory

Data-Driven Decision-Making (DDDM) emphasises the fact that good organisational decisions are based on evidence and analytics, not intuition and hierarchy. The study by Siddiqui et al. (2024) demonstrates that predictive models like ARIMA enhance the accuracy of resource allocation, risk management, and strategic planning. Incorporating DDDM into corporate strategy, therefore, leads to rational and evidence-based managerial behaviour, which is conducive to efficiency and innovation. Together, these theories put Big Data in the position of a strategic capability that allows higher quality of decisions and performance of the organisation.

III. HARNESSING BIG DATA FOR STRATEGIC DECISION-MAKING

Strategic Intelligence and Foresight

Big Data enables executives make forward-looking decisions by combining historical trends with real-time analytics. Also, predictive modelling helps most businesses detect new market dynamics and consumer behaviours before competitors. For instance, businesses that use machine learning algorithms to predict demand or identify anomalies have an advantage when making strategic decision-making because they have shorter and more accurate decision-making cycles (Nyoni, 2025). Siddiqui et al. (2024) point out how ARIMA-based forecasting can optimise resource allocation and reduce the downtime of the system, which is directly related to Big Data and strategic foresight in the context of IT management.

Operational Agility and Innovation

Beyond intelligence, operational agility is a compulsion of Big Data since it enables businesses to rearrange operations quickly based on changing circumstances. The dynamism of pricing algorithms, automated risk assessments, and AI-based product recommendations, and many others, are examples of how analytics can make innovation and responsiveness more rapid. Pothuri and Reddy (2019) asserted that AI combined with Big Data systems has transformed decision efficiency, as it allows real-time adjustment to facilitate ongoing innovations. These innovations optimise the strategic and operational decision-making, matching the goals of the enterprise with the changing demands of the digital market.

Data-Driven Culture and Leadership

To implement Big Data successfully, the culture of data-driven culture should be developed that will help to align technical capabilities with the leadership vision. According to Gao and Sarwar (2024), managerial competence in the interpretation of analytics has a direct impact on organisational performance. Digital enterprise leaders need to promote analytical literacy to enable evidence-based decision-making instead of using intuition. The programs of data democratisation, i.e., the availability of insights at different levels, further entrench analytics in strategic processes, enhancing responsiveness and confidence in data-driven results.

Conceptual Model: Big Data–Strategy Nexus

The relationship between Big Data and strategic decision-making can be conceptualized through three interlinked mechanisms:

Big Data Capability	Mechanism	Business Outcome
Data Infrastructure & Integration	It enables seamless data flow across units; supports real-time visibility	Operational efficiency, reduced redundancy
Analytical & Predictive Modelling	It provides insights through pattern recognition and scenario forecasting	Informed, proactive strategic choices
Data-Driven Culture & Governance	Aligns people, processes, and ethical frameworks with analytical insights	Sustainable competitiveness and stakeholder trust

Table 1: Big Data Capabilities and Their Strategic Implications for Digital Enterprises

Managerial and Ethical Implications

1. Governance and Data Quality: Data quality and governance continue to play the primary role in the successful use of Big Data. Uncoordinated or isolated data sets deter the reliability of analytics, which results in less than optimal strategic results (Nyoni, 2025). Strategic coherence requires the creation of strong data governance systems, including accuracy, accessibility and accountability. A combination of cloud-based systems like AWS or Snowflake with governance standards allows centralised yet scalable analytics systems (Siddiqui et al., 2024).
2. Ethical and Privacy Concerns: The moral aspect of Big Data-based decision-making is becoming more and more important. Predictive algorithms may also unintentionally continue to propagate bias, attack privacy, or undermine stakeholder trust (Pothuri and Reddy, 2019). Accountable data utilisation thus involves transparency, fairness and adherence to international laws such as GDPR. Explainable AI (XAI) models are essential in the process of making sure that the automated strategic decisions can be interpreted and justified.
3. Human–Machine Collaboration: Digital business strategic decision-making has become a process of hybrid intelligence systems - combining the power of human judgment with machine-generated information. While AI speeds up the analytical process, the human factor guarantees the presence of contextual reasoning, ethical analysis, and strategic consistency. This symbiosis strengthens the managerial position as a digital intelligence curator as opposed to an algorithmic output consumer.

IV. FUTURE DIRECTIONS AND OPPORTUNITIES

With the ever-changing technology, Big Data is also transforming in terms of its influence on business strategy. The second step will be centred on the way in which the new tools and trends can ensure that strategic decision-making is even smarter, faster, and more sustainable.

1. Artificial Intelligence and Predictive Analytics Integration: With the development of AI, it will be integrated with Big Data to increase prescriptive analytics, which does not merely provide a prediction but also the best strategic suggestions. The reinforcement learning and deep neural networks, as noted by Nyoni (2025), will allow self-improving decision systems that are adaptable to unstable environments.
2. Internet of Things (IoT) and Real-Time Strategy: IoT data streams will enhance the predictive capability of enterprise analytics. Real-time sensor information through logistics, customer and production systems will assist in real-time decision-making, which promotes resilience and operational continuity.
3. Sustainability and Data Ethics: The digital businesses of tomorrow will access Big Data as a source of profit, as well as sustainability and social responsibility. Predictive models can optimise resources, reduce waste, and align strategic goals with environmental demands (Munagandla et al., 2022). Long-term trust and legitimacy of data-driven enterprises will therefore be based on ethical analytics frameworks.
4. Data Democratisation and Capability Building: The creation of so-called data democracies (Nyoni, 2025) enables all employees (irrespective of their hierarchy) to access and digest analytics using easy-to-use platforms. This democratisation promotes inclusiveness, creativity and quicker reaction to market changes and makes decision-making participatory rather than a centralised process.

V. CONCLUSION

Big Data has established itself as a pillar of strategic decision-making in online businesses, which has changed the way managers perceive information, resource distribution, and predict changes in the market. The conceptualisation of Big Data presented in this paper is based on theoretical viewpoints, including RBV, Dynamic Capabilities, and DDDM. By means of predictive and prescriptive analytics, companies gain high-quality strategic foresight, operational efficiency, and innovation results.

However, to achieve these, it is necessary to overcome governance, cultural, and ethical issues. The success is determined by developing data literacy, cross-functional systems, and transparency in the algorithmic processes. With the ongoing development of digital enterprises, the combination of Big Data, AI, and automation will transform strategic management, as it will allow organisations

to not only respond to the change but also predict and shape it.

In conclusion, strategic harnessing of Big Data represents a shift in paradigm of reactive decision-making to proactive, intelligence-led strategy. To those digital businesses that need to be resilient and competitive in the long term, data is not merely information, but it is the strategic blood of the contemporary organisation.

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