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From Process Ownership to Value Stewardship: Rethinking Business Management Roles in Data-Intensive Organizations

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Abstract *- The rapid growth of data-intensive organizations has fundamentally altered how managerial work is structured, evaluated, and legitimized. Traditional business management roles have long been anchored in process ownership, emphasizing efficiency, control, and accountability within clearly defined operational boundaries. While this model has proven effective in stable and process-driven environments, it increasingly struggles to capture how value is created and sustained in organizations where data flows continuously across functions, decisions are highly interdependent, and outcomes emerge systemically rather than sequentially. This paper examines the limitations of process ownership as a dominant managerial logic in data-intensive organizations and proposes value stewardship as an alternative framework for understanding contemporary management roles. Adopting a business management perspective, the study conceptualizes data-intensive organizations as integrated management systems in which value creation cannot be reduced to isolated processes or functional ownership. In such environments, managers contribute less by optimizing individual processes and more by stewarding value across interconnected activities, decisions, and data-driven feedback loops. The paper argues that value stewardship represents an evolution in managerial responsibility, shifting the focus from local process performance to enterprise-level value coherence. The paper develops a conceptual framework that explains how managerial roles evolve from process ownership toward value stewardship in data-rich contexts. It highlights how decision authority, accountability, and coordination are reconfigured as managers become responsible for aligning data, strategy, and organizational action rather than controlling discrete workflows. By linking managerial role redesign to value creation, the study extends business management theory beyond process-centric models and offers a new lens for understanding leadership in data-intensive organizations. This research contributes to business management scholarship by reframing managerial roles around value stewardship as a system-level capability. It provides theoretical insights and practical implications for organizations seeking to redesign management roles that remain effective in environments defined by pervasive data, continuous feedback, and complex interdependence.*

Keywords *- Business Management, Process Ownership, Value Stewardship, Data-Intensive Organizations, Managerial Roles*

I. INTRODUCTION

Data-intensive organizations have transformed the foundations upon which managerial roles are defined and evaluated. Advances in digital technologies, analytics, and integrated information systems have dramatically increased the volume, velocity, and interconnectedness of data within organizations. Decisions that were once sequential and localized are now simultaneous and system-wide, with outcomes shaped by interactions across functions rather than by the performance of individual processes. In this environment, traditional business management roles grounded in process ownership face growing limitations in explaining how managerial value is created and sustained.

Process ownership has long served as a central organizing principle in business management. By assigning responsibility for discrete workflows, organizations sought to improve efficiency, accountability, and control. Managers were evaluated based on their ability to optimize inputs, reduce variance, and deliver predictable outputs within clearly bounded processes. This logic aligned well with environments characterized by stable operations and linear value chains. However, as organizations become increasingly data-intensive, value creation no longer follows predictable process boundaries. Instead, it emerges from the coordination of interdependent decisions informed by continuous data flows.

The growing mismatch between process-centric management models and data-intensive organizational realities raises fundamental questions about the nature of managerial work. In data-rich contexts, decisions made within one process often generate consequences far beyond that process,

influencing performance across multiple domains. Optimizing a single workflow may improve local efficiency while undermining enterprise-level value. As a result, managers who focus narrowly on process ownership risk contributing to fragmentation rather than integration. This tension highlights the need to rethink managerial roles from a value-centered perspective rather than a process-centered one.

This paper argues that data-intensive organizations require a shift in managerial logic from process ownership to value stewardship. Value stewardship reframes managerial responsibility around the preservation, alignment, and enhancement of value across interconnected activities. Rather than owning processes, managers act as stewards of value, ensuring that decisions informed by data contribute coherently to organizational objectives. This shift emphasizes judgment, coordination, and system-level awareness over control of discrete workflows. In doing so, it repositions management as a function of alignment rather than optimization.

From a business management standpoint, value stewardship reflects a deeper transformation in how authority and accountability are structured. In process-centric models, accountability is tied to clearly defined operational boundaries. In data-intensive organizations, such boundaries are increasingly porous, making it difficult to assign responsibility based solely on process performance. Value stewardship addresses this challenge by linking accountability to outcomes that span processes, functions, and time horizons. Managers are responsible not only for efficiency within their domains, but also for how their decisions affect enterprise-level value creation.

The shift toward value stewardship also alters how managerial effectiveness is assessed. Traditional performance metrics emphasize cost, throughput, and compliance with predefined standards. While these measures remain relevant, they are insufficient to capture the contributions of managers operating in data-intensive environments. Effective value stewards must integrate data from multiple sources, interpret complex trade-offs, and guide decision-making under uncertainty. Their effectiveness is reflected in the coherence of outcomes rather than in isolated process metrics. Business management theory must therefore expand its evaluative frameworks to account for these system-level contributions.

The objective of this paper is to develop a conceptual framework that explains the transition from process ownership to value stewardship in data-intensive organizations. Rather than proposing a new managerial fad, the study seeks to ground value stewardship in established business management principles while extending them to address contemporary challenges. It examines how managerial roles evolve as organizations become more data-driven, how decision rights and accountability are reconfigured, and how value stewardship supports strategic alignment in complex environments.

This research makes three primary contributions to business management scholarship. First, it identifies structural limitations of process ownership in data-intensive contexts, demonstrating why process-centric roles struggle to sustain enterprise-level value. Second, it conceptualizes value stewardship as an evolved managerial role that aligns data, decision-making, and organizational objectives. Third, it links value stewardship to strategic value creation, offering insights into how organizations can redesign management roles to remain effective under conditions of pervasive data and interdependence.

The remainder of the paper is organized as follows. The next section reviews the role of process ownership in business management theory, outlining its origins, strengths, and limitations. Subsequent sections conceptualize data-intensive organizations as management systems, examine why process ownership breaks down in data-rich environments, and develop the concept of value stewardship as a central managerial role. The paper concludes by discussing the strategic implications of value stewardship and identifying directions for future research on managerial role design in data-intensive organizations.

II. PROCESS OWNERSHIP IN BUSINESS MANAGEMENT THEORY

Process ownership has played a foundational role in the evolution of modern business management, particularly in efforts to improve efficiency,

accountability, and operational control. Emerging prominently from quality management, operations management, and reengineering movements, the concept of process ownership reflects the belief that organizational performance can be enhanced by assigning clear responsibility for end-to-end workflows. By designating managers as owners of specific processes, organizations sought to overcome functional silos, reduce coordination costs, and ensure consistent execution.

Within classical business management theory, process ownership is closely linked to the logic of decomposition. Complex organizational activities are broken down into manageable processes, each with defined inputs, outputs, and performance metrics. Managers are granted authority over these processes and held accountable for optimizing efficiency, reducing variability, and meeting predefined targets. This approach assumes that value creation can be understood as the aggregation of optimized processes and that managerial effectiveness is best evaluated at the process level.

The strengths of process ownership are well documented. It clarifies responsibility, improves transparency, and enables systematic performance measurement. In relatively stable environments with linear value chains, process ownership supports predictability and continuous improvement. Business management frameworks built around process ownership have contributed significantly to productivity gains by aligning managerial attention with operational execution. As such, process ownership became deeply embedded in managerial roles, performance evaluation systems, and organizational design.

However, the theoretical assumptions underlying process ownership reveal important limitations. First, the model presumes that processes are relatively self-contained and that their optimization leads directly to organizational value. Second, it assumes that interdependencies between processes can be managed through coordination mechanisms external to the process itself. Third, it treats managerial authority as legitimately exercised within bounded operational domains. These assumptions become increasingly fragile as organizations grow more complex and interdependent.

Business management theory has long acknowledged the existence of cross-process dependencies, yet process ownership frameworks often treat these dependencies as exceptions rather than structural features. Coordination challenges are addressed through escalation, integration roles, or cross-functional committees, while core managerial accountability remains anchored in process performance. As a result, managers are incentivized to prioritize local optimization even when doing so undermines broader organizational outcomes.

Critically, process ownership embeds a narrow conception of managerial value. Managers are rewarded for improving efficiency within their processes, not for enhancing value across the organization as a whole. This creates a structural bias toward process-level thinking, reinforcing silos at the managerial level even as organizations attempt to integrate operations. In data-intensive environments, where decisions and outcomes are tightly coupled across processes, this bias becomes increasingly problematic.

From a contemporary business management perspective, the relevance of process ownership must therefore be reassessed. While process ownership remains useful for ensuring operational discipline, it provides an incomplete foundation for managerial roles in environments where value emerges from system-wide interactions rather than discrete workflows. Recognizing these limitations is essential for understanding why data-intensive organizations require a shift toward value stewardship, which reframes managerial responsibility around enterprise-level value rather than process-level performance.

This reassessment sets the stage for the next section, which conceptualizes data-intensive organizations as management systems and examines how pervasive data and interdependence alter the logic of managerial coordination and accountability.

III.DATA-INTENSIVE ORGANIZATIONS AS MANAGEMENT SYSTEMS

Data-intensive organizations represent a distinct organizational form in which data is not merely a support function but a central coordinating mechanism for managerial action. In such organizations, data flows continuously across functions, processes, and hierarchical levels, shaping decisions in real time. Rather than following linear

sequences of input–process–output, value creation emerges from the interaction of multiple decisions informed by shared data environments. From a business management perspective, this shift requires organizations to be understood not as collections of processes, but as integrated management systems.

A defining characteristic of data-intensive organizations is the collapse of temporal and functional boundaries. Decisions that were once separated by time or organizational distance are now tightly coupled through shared dashboards, analytics platforms, and algorithmic feedback. Marketing actions affect supply planning immediately; operational disruptions surface in financial indicators in real time. This simultaneity increases organizational responsiveness but also amplifies interdependence. Business management must therefore address coordination challenges that arise not from lack of information, but from the abundance and immediacy of it.

In data-intensive contexts, managerial authority is also reshaped. When data is widely accessible, the informational advantage traditionally associated with managerial roles diminishes. Operational actors often possess the same—or more granular—information than their managers. As a result, managerial influence can no longer rely primarily on information control or process supervision. Instead, managers create value by shaping how data is interpreted, prioritized, and translated into action across the organization. This interpretive and integrative function becomes central to effective management.

Another key feature of data-intensive organizations is the systemic nature of outcomes. Performance results are rarely attributable to a single process or decision; they are produced by interactions across multiple domains. This systemic causality complicates accountability structures rooted in process ownership. When outcomes emerge from networks of decisions, assigning responsibility based solely on process boundaries obscures the true drivers of value. Business management must therefore evolve toward role definitions and accountability models that reflect system-wide impact rather than localized efficiency.

Data-intensive organizations also intensify the cognitive demands placed on managers. The challenge is not data scarcity but sensemaking—distinguishing meaningful signals from noise and reconciling competing indicators. Managers must navigate trade-offs between short-term metrics and long-term value, between local optimization and global coherence. Business management systems that support shared interpretive frameworks help mitigate these challenges by aligning attention and judgment across roles.

Viewing data-intensive organizations as management systems highlights the limits of process-centric thinking. Processes remain necessary for operational discipline, but they are insufficient for coordinating value creation in environments defined by pervasive data and interdependence. Management effectiveness depends on the ability to integrate decisions across processes, guided by shared objectives and value criteria. This systems perspective provides the conceptual foundation for understanding why process ownership breaks down in data-rich environments—a topic explored in the following section.

IV. THE LIMITS OF PROCESS OWNERSHIP IN DATA-RICH ENVIRONMENTS

As organizations become increasingly data-intensive, the limitations of process ownership as a dominant managerial logic become more pronounced. While process ownership remains effective for ensuring operational discipline within bounded workflows, it struggles to account for the systemic nature of value creation in data-rich environments. The core challenge lies in the growing disconnect between process-level optimization and enterprise-level outcomes. In organizations where decisions are tightly coupled through shared data, improving a single process does not necessarily translate into greater organizational value.

One fundamental limitation of process ownership in data-rich contexts is its tendency to encourage local optimization. Process owners are incentivized to improve efficiency, reduce costs, or meet performance targets within their domains, often without full visibility into downstream or cross-functional effects. In data-intensive organizations, where analytics make interdependencies visible in real time, these local optimizations can inadvertently create negative externalities elsewhere in the system.

Business management thus faces a paradox: better data reveals misalignment more clearly, yet process-based roles are structurally ill-equipped to resolve it.

Another constraint arises from the fragmentation of accountability. Process ownership assumes that responsibility can be clearly assigned based on workflow boundaries. However, when outcomes emerge from interactions among multiple processes, accountability becomes diffuse. Data-rich environments expose this diffusion by showing how decisions in one area influence performance in others. Managers tied to process ownership often lack both the mandate and the incentives to address these cross-process effects, leading to coordination gaps that undermine overall value creation.

Process ownership also narrows managerial attention in ways that are increasingly problematic. Data-intensive organizations generate a wide array of performance indicators, many of which cut across processes. Process owners, however, are typically evaluated on a subset of metrics aligned with their specific workflows. This misalignment encourages selective attention and reinforces siloed thinking, even as data platforms reveal the interconnected nature of organizational performance. Business management must contend with the resulting tension between what managers are measured on and what actually drives value.

Moreover, process ownership constrains managerial judgment under uncertainty. In dynamic environments, data signals often require interpretation rather than straightforward response. Process-centric roles emphasize adherence to predefined procedures and targets, limiting the scope for judgment when conditions change rapidly. Managers may hesitate to deviate from process metrics even when data suggests that doing so would enhance enterprise-level value. This rigidity reduces organizational adaptability and weakens the potential benefits of data-driven insight.

Finally, the persistence of process ownership in data-rich environments can inhibit strategic integration. As organizations increasingly rely on data to inform strategic choices, the separation between operational processes and strategic intent becomes harder to maintain. Process owners focused on execution may lack the perspective or authority to align their decisions with evolving strategic priorities. Business management thus confronts a structural mismatch between the complexity revealed by data and the simplicity assumed by process-centric role design.

These limitations suggest that process ownership, while still valuable for operational management, cannot serve as the primary organizing principle for managerial roles in data-intensive organizations. Recognizing these constraints creates space for an alternative managerial logic—one that centers on value rather than process. The following section introduces value stewardship as an evolving business management role capable of addressing the coordination and accountability challenges exposed by data-rich environments.

V.VALUE STEWARDSHIP AS AN EVOLVING BUSINESS MANAGEMENT ROLE

Value stewardship emerges as a response to the structural limitations of process ownership in data-intensive organizations. Rather than assigning managers responsibility for discrete workflows, value stewardship reframes managerial roles around the preservation, alignment, and enhancement of value across interconnected activities. This shift reflects a broader evolution in business management, in which managerial contribution is measured less by local efficiency and more by system-level coherence and long-term value creation.

At its core, value stewardship emphasizes responsibility without rigid ownership. Unlike process ownership, which ties authority and accountability to bounded domains, value stewardship assigns managers responsibility for outcomes that span processes, functions, and time horizons. Value stewards are accountable for how decisions interact across the organization, ensuring that data-informed actions contribute positively to enterprise-level objectives. This role recognizes that value in data-intensive organizations is emergent rather than sequential, requiring managers to focus on alignment rather than control.

Value stewardship also alters the logic of managerial authority. Authority is no longer derived primarily from control over resources or processes, but from the capacity to integrate perspectives, interpret data, and guide collective judgment. Value stewards influence decisions by framing trade-offs, clarifying

priorities, and articulating value criteria that transcend individual processes. In doing so, they enable coordinated action without centralizing decision-making, a capability that is particularly critical in environments characterized by rapid data flows and high interdependence.

Another defining feature of value stewardship is its orientation toward value coherence. Data-intensive organizations generate multiple, often competing indicators of performance—efficiency, growth, customer experience, risk, and sustainability, among others. Process-centric roles struggle to reconcile these dimensions, as they are typically evaluated on a narrow set of metrics. Value stewards, by contrast, are responsible for maintaining coherence among diverse value dimensions, ensuring that short-term gains do not undermine long-term objectives. This integrative responsibility expands the scope of managerial judgment and reinforces the strategic role of management.

Value stewardship further reshapes accountability structures within organizations. Accountability is no longer confined to process outcomes but extends to decision quality and systemic impact. Managers are evaluated based on their ability to anticipate cross-process effects, manage trade-offs transparently, and sustain alignment over time. Business management systems must therefore evolve to support this broader accountability, incorporating evaluation criteria that reflect contribution to enterprise-level value rather than isolated performance indicators.

Importantly, value stewardship does not eliminate the need for process discipline. Processes remain essential for operational reliability and efficiency. However, value stewardship repositions processes as means rather than ends. Process performance is assessed in terms of its contribution to value outcomes, not as an objective in itself. This reorientation allows organizations to leverage data more effectively, using insights to inform judgment rather than to enforce narrow compliance.

By conceptualizing value stewardship as an evolving business management role, this section highlights a fundamental shift in how managerial work is defined in data-intensive organizations. Managers become stewards of value rather than owners of processes, responsible for integrating data, decisions, and outcomes into a coherent whole. This conceptual shift provides the foundation for examining how managerial roles must be redesigned to support value stewardship, which is the focus of the next section.

VI.REDESIGNING MANAGERIAL ROLES IN DATA-INTENSIVE ORGANIZATIONS

The transition from process ownership to value stewardship necessitates a fundamental redesign of managerial roles in data-intensive organizations. This redesign extends beyond role descriptions to encompass how authority is exercised, how accountability is structured, and how coordination is achieved across interconnected domains. Business management must therefore rethink managerial roles not as custodians of workflows, but as architects of value alignment within complex, data-driven systems.

A central element of this redesign is the reconfiguration of decision rights. In process-centric models, decision authority is closely aligned with process boundaries, reinforcing localized control. In data-intensive organizations, however, decision impact frequently transcends these boundaries. Redesigning managerial roles for value stewardship requires distributing decision rights in ways that reflect systemic interdependence. Managers are granted authority not because they control a process, but because they are positioned to understand and integrate the broader value implications of decisions informed by shared data.

Accountability mechanisms must evolve in parallel. Traditional performance evaluation systems emphasize process efficiency, compliance, and output consistency. While these measures remain relevant, they are insufficient for assessing the contributions of value stewards. Business management must incorporate evaluation criteria that capture decision quality, cross-functional impact, and contribution to enterprise-level outcomes. This shift encourages managers to prioritize alignment and long-term value over narrow optimization, reinforcing the stewardship orientation of their roles.

Redesigning managerial roles also requires changes in coordination structures. Data-intensive organizations operate through dense networks of interdependent decisions, making coordination a continuous managerial responsibility rather than an

episodic task. Value stewards function as integrators who facilitate alignment across functions, analytics teams, and operational units. Business management supports this role by institutionalizing coordination forums, shared planning processes, and cross-domain governance mechanisms that enable managers to reconcile competing priorities using common value criteria.

Another critical aspect of role redesign concerns the cognitive and relational demands placed on managers. Value stewardship requires advanced interpretive skills, including the ability to synthesize diverse data sources, evaluate trade-offs under uncertainty, and communicate value implications clearly. Managers must also cultivate relational capital, building trust and credibility across organizational boundaries to influence decisions without relying on formal authority. Business management development systems must therefore prioritize these capabilities alongside technical and analytical competencies.

The redesign of managerial roles further affects the relationship between management and analytics. In data-intensive organizations, analytics increasingly informs decision-making at all levels. Value stewards do not compete with analytical systems; they contextualize and govern their use. Managers are responsible for framing analytical questions, interpreting outputs in light of strategic objectives, and ensuring that data-driven insights are integrated coherently into organizational action. This governance role reinforces the distinction between data availability and value realization.

Finally, redesigning managerial roles for value stewardship involves redefining legitimacy in management. Legitimacy is no longer derived primarily from positional authority or process control, but from the demonstrated ability to enhance value coherence across the organization. Managers earn influence by consistently aligning data-driven decisions with strategic intent and by resolving conflicts in ways that strengthen collective outcomes. Business management thus shifts toward a model in which managerial authority is earned through contribution to system-wide value rather than assigned through hierarchical ownership.

Through these changes, managerial roles in data-intensive organizations evolve to support value stewardship as a core business management capability. This redesign enables organizations to leverage data not merely for efficiency gains, but for sustained value creation across interconnected activities. The following section explores how value stewardship contributes to strategic value creation, linking managerial role design to organizational performance and competitive advantage.

VII.STRATEGIC VALUE CREATION THROUGH VALUE STEWARDSHIP

Value stewardship transforms managerial work from a focus on operational efficiency into a driver of strategic value creation in data-intensive organizations. When managers act as stewards of value rather than owners of processes, they align data-driven decisions with enterprise-level objectives, enabling organizations to convert information abundance into sustained performance. This shift is particularly consequential in environments where competitive advantage depends on the coherent integration of analytics, strategy, and execution.

One key source of strategic value lies in improved alignment between data and strategic intent. Data-intensive organizations often generate insights faster than they can integrate them into decision-making. Process-centric roles tend to optimize locally, leading to fragmented responses to data signals. Value stewards, by contrast, evaluate insights through a shared value lens, prioritizing actions that reinforce strategic coherence. Business management thus ensures that data informs direction, not just activity, reducing the risk of analytics-driven drift.

Value stewardship also enhances organizational agility. In rapidly changing environments, the ability to reallocate resources and adjust priorities depends on managers' capacity to interpret cross-domain impacts quickly. Stewards of value are positioned to recognize when local improvements undermine global outcomes and when coordinated shifts are required. By embedding stewardship within managerial roles, organizations shorten response times while maintaining alignment, allowing agility to coexist with control.

Another dimension of strategic value creation is the amplification of learning. Data-intensive organizations continuously generate feedback on

decisions and outcomes, but learning often remains trapped within functions or processes. Value stewards facilitate learning by connecting insights across domains and translating them into system-level adjustments. Business management thereby converts dispersed data into organizational knowledge, strengthening strategic judgment over time.

Value stewardship further contributes to risk management and resilience. Data-rich environments can magnify risk when local decisions produce unintended systemic effects. By focusing on value coherence, stewards anticipate cross-process consequences and mitigate cascading failures. This proactive integration reduces downside risk and protects strategic investments, positioning resilience as an outcome of managerial design rather than operational redundancy.

Finally, value stewardship supports sustainable competitive advantage. Organizations that consistently align data-driven action with strategic purpose develop reputations for reliability and insight. Stakeholders—customers, partners, and investors—respond positively to firms that demonstrate disciplined yet adaptive management. Business management thus creates reputational and relational capital through stewardship, reinforcing long-term value creation.

Together, these mechanisms illustrate how value stewardship elevates managerial roles from operational oversight to strategic integration. By anchoring data-driven decisions in value coherence, organizations unlock the full strategic potential of data-intensive operations. This understanding informs the broader implications discussed in the next section.

VIII.DISCUSSION

This paper advances business management theory by reframing managerial roles in data-intensive organizations around value stewardship rather than process ownership. Existing literature has emphasized process optimization as a primary source of managerial contribution, an assumption increasingly misaligned with environments characterized by pervasive data and systemic interdependence. The analysis demonstrates that as data collapses boundaries between processes, managerial effectiveness depends on the ability to integrate decisions across domains using shared value criteria.

A central theoretical implication concerns the nature of managerial accountability. Traditional models link accountability to clearly bounded responsibilities; value stewardship links accountability to outcomes that emerge systemically. This shift challenges established performance management practices and calls for evaluation frameworks that capture decision quality, cross-functional impact, and long-term value. By articulating this transition, the paper extends business management theory beyond process-centric role design.

The discussion also revisits the relationship between analytics and management. Rather than displacing managers, data-intensive systems heighten the need for managerial judgment. Value stewardship clarifies this role by positioning managers as interpreters and governors of analytics, responsible for ensuring that data-driven insights serve strategic coherence. This perspective bridges analytics research and management theory, emphasizing complementarity rather than substitution.

From a practical standpoint, the findings underscore the risks of retaining process ownership as the dominant managerial logic in data-rich environments. Organizations that fail to redesign roles often experience misalignment, metric overload, and fragmented decision-making. Business management must therefore integrate value stewardship into organizational design, leadership development, and incentive systems. Doing so enables firms to harness data for integrated value creation rather than localized optimization.

Overall, the discussion positions value stewardship as a conceptual lens that connects managerial role design, data-driven decision-making, and strategic performance. It provides a foundation for rethinking management in contexts where value emerges from interaction rather than sequence, setting the stage for the concluding section.

IX.CONCLUSION AND FUTURE RESEARCH DIRECTIONS

This paper examined the evolution of managerial

roles in data-intensive organizations, arguing for a shift from process ownership to value stewardship as a core business management capability. As data reshapes how decisions are made and outcomes emerge, process-centric models struggle to sustain alignment and value creation. Value stewardship offers an alternative framework that emphasizes integration, judgment, and accountability for enterprise-level outcomes.

The analysis contributes to business management scholarship by identifying structural limits of process ownership in data-rich environments and by conceptualizing value stewardship as an evolved managerial role. It highlights how redesigning decision rights, accountability, and coordination enables organizations to leverage data for strategic coherence rather than fragmentation. These insights extend existing theories of management roles and organizational design.

Future research could empirically examine how value stewardship manifests across industries and organizational forms, exploring its impact on performance, resilience, and innovation. Comparative studies may investigate how cultural and institutional contexts shape the adoption of stewardship-oriented roles. Further inquiry could also analyze how digital platforms and AI-mediated analytics influence the balance between managerial judgment and automated decision-making.

In conclusion, data-intensive organizations require managerial roles that move beyond process optimization toward system-level value integration. By embracing value stewardship, business management can align data, decisions, and strategy, enabling organizations to convert informational abundance into sustained competitive advantage.

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