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AI Powered BI Systems Transforming Change Management and Strategic Decision Making in Enterprises

[1]Ridhi Deora, [2]Anant Agarwal, [3]Samant Kumar, [4]Sumit Abhichandani

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Abstract: The incorporation of Advanced Intelligent Business Information Systems enhances change management and strategic decision making within the current day organization. These systems employ state-of-art technologies like machine learning, deep learning, and natural language processing and capture a large amount of data in order to deliver intelligent insights in support of swift, data-oriented, and foresighted decision making. Some key benefits are, Forecasting, what if analysis, real-time data dashboards and reports, real-time strategy with changing market trends; thus reducing the probabilities of wrong choices for an organisation's strategic direction. In change management, AI BI systems help to identify areas of low productivity, workforce problems and other externalities in advance, thus making it possible to address them before they become problematic. The above systems help in addressing stakeholder communications and facilitating change by providing automated solutions, thus clearing out workloads of upcoming human resource challenges from human resource workers. They create an environment where adaptability and innovations are expected; they prepare enterprises for complicated environments where efficiency has to be achieved. This work aims to reveal the complex ways in which AI enhanced BI systems can support strategic acumen and sustainable business advancement. This is done through the presentation of applied research and examples of their potential for change, as well as outlining potential issues regarding their ethical application, their limitations, and how they can be used to adjust enterprise dynamics and sustain competitiveness in a globalized world.

Keywords: *Artificial Intelligence (AI), Business Intelligence (BI), Change Management, Strategic Decision-Making, Predictive Analytics, Data-Driven Insights, Organizational Agility, Stakeholder Engagement, Innovation, Sustainable Growth.*

Introduction

Globalization has called for higher VUCA the ability to deal with volatility, uncertainty, complexity, and ambiguity in today's rapidly changing business world. Digitalisation, disruption, and shifts in the customer expectations, calling for a higher level of dynamism in enterprises' strategic action. The techniques used for strategic decision making and change initiatives in the past are usually based on historical data and set out change processes that do not allow for the unpredictability of today's business world. In order for organizations to maintain competitiveness and stability they are integrating new technologies such as AI and BI to improve their decision making and agility in the face of change.Intelligent BI (BI) systems powered by Artificial Intelligence (AI) are one of the best tools to enable organisations facing these issues. These systems are as well known as hybrid systems because they blend the components of BI systems and the effectiveness of Applied Artificial Intelligence technologies, including machine learning, deep learning, natural language processing (NLP), and big data analysis. By integrating large volumes of structure and unstructured data, advanced, artificial intelligence BI systems deliver insight to facilitate decision making beyond the descriptive insights to predictive and prescriptive insights. This evolution helps organizations to think of what will happen in the future, what risks to take, how to employ resources and what decision to arrive on in a much faster and accurate way than before.

The BI system powered by AI has one of the greatest impacts in the aspect of strategic decisions making. These systems help preparing different scenarios where decision makers can simulate different outcomes testing different inputs and assumptions. This capability enables organizations to pursue

1High Point, NC, USA. ridhideora@gmail.com
2High Point, NC, USA. anant.agar1985@gmail.com
3Houston, Texas, USA. samfortune501@gmail.com
4Austin, Texas, USA. sumit.abhichandani@gmail.com

several strategies, respond to constantly changing opportunities, and threats in the market. Data availability and use in real-time also help in producing and executing improved decisions that fit organizational objectives and the market rates. With AI incorporated into the analytics workflow, enterprises are better placed to obtain sustainable growth, innovation, and competitive advantage.By embracing AI in BI systems, change management processes also become transformative to organizations that may be within a shifting process or in the process of identifying new opportunities to transform their operations. These systems offer the quantitative transparency of need for change, the assessment of the potential disruption scope, and a subsequent outline of relevant actions to address it. Protecting and improving the workforce, Artificial intelligence allows customised change activities that are based on insights into workforce sentiment, market data, and operational patterns. In addition, these systems enhance the communication and engagement with the stakeholders because they provide tailored advice and unambiguous stories backed by relevant data that encourages endorsement and commitment. In addition, the automation skills also entail lighter duties in managing change processes than is required when conducting the business.

The integration of AI technologies in BI systems implies several issues in the functioning of enterprises. There are questions to ask concerning data privacy, ethical questions and questions of up-skilling the working force regarding use of these technologies. Nevertheless, the advantages which may be anticipated are significantly higher as compared to the disadvantages. Companies that have adopted AI-powered BI systems are in an excellent position to gain a competitive advantage of vulnerability by embracing culture shift, data-driven innovation, and agility for the long haul.This paper aims at discussing the potential of incorporating AI-powered BI systems in strategic planning and organizational change and the outcomes of the present study are a detailed capability, advantage, and disadvantage analysis of the proposed approach. The discussion based on the analysis of the real-world application and application cases hence underscores how these systems are revolutionalizing broad enterprise operations, innovation, and development. The present paper also puts an emphasis on the importance of artificial intelligence for operational and strategic value creation, which is why this technology became a cornerstone of modern enterprises.

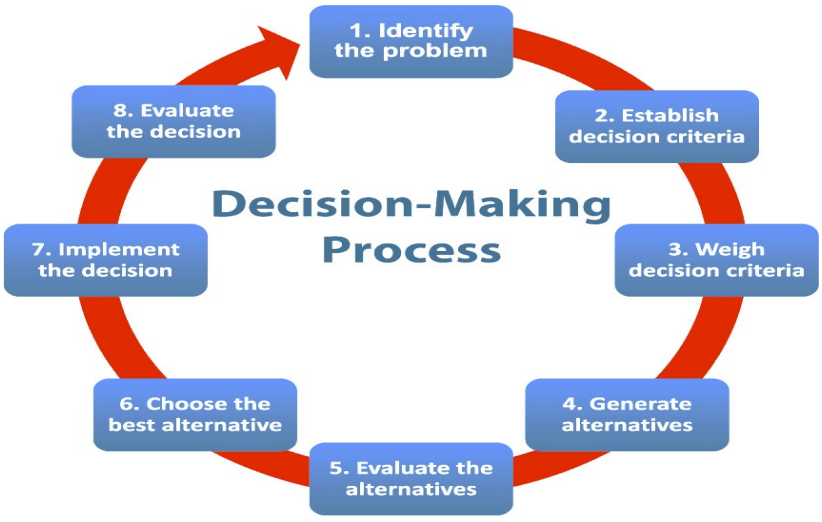

Figure: 1 Decision Making process

The Figure 1 highlights the Decision-Making Process, which is a structured way of rational and efficient decision-making.s. It is represented as a cycle of steps, each having to be done several times

because decision making must be made thoroughly and the outcomes must be properly implemented.

This means defining the problem or opportunity under consideration in making the decision for solving or creating something new. This particular stage tends to guarantee that the emphasis is laid on finding a solution to the cause rather than probing into the manifestations of the problem so that a proper means of solving it can be rolled out.

Literature Review

Decision making has become a research interest in numerous disciplines ranging from management to psychology and economics. Some of the general theories, for instance, the Rational Decision-Making Model suggest a clear process of problem identification and its resolution (Simon, 1977). Nevertheless, according to Herbert Simon's Bounded Rationality (1957), the economic agents face behavioural limitations in terms of time, intellect and knowledge the access to, which means that instead of seeking the best solution, they will aim for an adequate one. Behavioral theories elaborate on central cognition and reveal that anchors and availably heuristics affect decisions (Tversky and Kahneman, 1974).

The defined structured decision process has several stages including identification of the problem. -, Drucker (1967) was quick to state that the problem must always be defined for two reasons; it is impossible to solve an ill-defined problem. Methods that has been more developed by other authors include the Ishikawa's root cause analysis (1982) and brainstorming techniques (Osborn, 1953). Another step is defining the decision criteria and allocating their importance which based on Saaty's Analytic Hierarchy Process (1980) in the context of the multiple criteria decision making. On the generation of alternatives, assessment methods such as cost benefit analysis (Boardman et al., 2001) and risk analysis frameworks as put forward by Kaplan & Garrick (1981) assist organizations in the selection of the appropriate options.

The phase of Decision implementation is as important as the Decision monitoring phase. Kotter (1996) was mainly focused on the importance of communication and mobilization of stakeholders during the implementation phase, in connection with the management of organizational change. Control, as stressed by Deming (1986) is a systemic process of determining the efficiency of executed decisions and improved through learned feedback.

One of the key changes that we see in today's business decisions is the use of technology. Probabilistic automata, as described by Brynjolfsson and McAfee (2014), allows organizations to focus on big endowment data to get useful information and conclusions. Decision Support Systems (DSS) provide the opportunity of utilising predetermined approaches when making a choice, as explained by Turban et al. (2011). In addition, AI in BI systems improve the quality of decisions made by firms by offering predictive modelling, and data analysis in real-time (Chen et al., 2012). Decision makers can use simulation and planning tools referred as scenario planning discussed by Schoemaker (1995) that involves developing strategies by conducting experiments in a controlled environment in order to optimize the decision making.

There has also been a major impact observed of behavioural decision-making approaches. Kahneman (2011) stressed on metacognition on how to avoid cognitive errors and Thaler and Sunstein (2008) suggested use of the concept of 'Libertarian Paternalism' which basically involves designing of individuals' choice environments in a way that they will have incentives to make better choices. Freeman's (1984) stakeholder model speaks of the need to take into account a wide array of constituencies' concerns and expectations as people come up with decisions especially in group formation where groupthink can be an issue (Janis, 1972).

Organizational ethics are starting to play significant role in decision making. Carroll and Buchholtz (2014) underlined the need of ethical and social responsibility considerations into strategic management. Increased concern over the use of ethical AI paradigms raised by Jobin et al. (2019) attest to the fact that the decision making AI systems requires to be transparent.

Such models of decision making as adaptive decision-making models are becoming popular in dynamic and uncertain environments. As proffered by Amram and Kulatialka (1999), real options

analysis allow decision makers the liberty to alter a decision depending on circumstances. In agile frameworks Highsmith (2001) talk about choices regarding flexibility thus stressing the dynamism of decision making processes.

The full artificial intelligence control approach does not seem to be popular in the near future, due to the fact that it is likely to be replaced by fusions of human and machine based working employing big data. Ankush Reddy Sugureddy (2022) In fact, according to Glaeser et al. (2018) human creativity married to AI power can result in better and more innovative decisions. (Sudeesh Goriparthi 2022)

Because, decision making procedures raise ethical questions and the issue of developing completely transparent AI models will remain among the primary issues in achieving the necessary level of trust and fair approaches to solving them. (Sudeesh Goriparthi 2022) The proposed structured decision making process will be best positioned to emerge as a more responsive approach amidst promising improvements in technology and within the growing fields of behavioral science will be integrated into the structured process in the future due to the increasing complexity and uncertainty facing organizations. Ankush Reddy Sugureddy (2023).

Problem Statement

Organizations operating on the modern world market find themselves in day to day uncertainty and complexity in performing their tasks and making decisions. Heavily used conventional decision-making models that involve decision makers' gross instincts or static data are no longer efficient to handle the emerging new issues as the rate of change of technological systems and the global environment, as well as the stakeholders'' demands. Delayed, non-data based and fragmented decisions hence reduce efficiency and competitiveness as essential factors are overlooked. However, due to implementation difficulties; cognitive biases, limited access to real-time data, ren indicated decision making; is even more challenging.

The first difficulty is as simple as complex as to determine exactly what it is what has to be solved. Unfortunately, if problems are ill-defined or conceptualized, they may yield less than optimal solutions because variations may be treated rather than causes. However, managerial decision making and decision support for the generation and evaluation of alternatives need organisational and risk management tools and frameworks that could accommodate conflicting stakeholder values and objectives and potential risks or impacts. The cited troubles are difficult to solve when there is no organization structured methodologies to assess decision criteria, to devise creative decision options and to choose the best decision.

Another important question is that of decision execution. Sometimes even all steps of the decision-making process are effectively implemented, but the decision fails during its implementation because of communication breakdown, underestimation of the involvement of stakeholders or lack of resources. They also have challenges in the measurement of the impact of their plans and decisions because organizations have little control feedback systems to correct previous mistakes. The lack of such mechanisms means that the similar errors are made again and there can be no constant enhancement.

Last but not the least, data technology front has opportunity as well as threats in form of data centric solutions such as big data analytics and artificial intelligence. Despite the fact that these technologies have a distinct ability to improve decision making processes, they are not well implemented in organisations because of issues such as data quality, algorithmic and ethical problems. These challenges point to the need for a defined, flexible, and technology-driven decision support system that can fill these deficits and proper with an organizational strategy.

Methodology

This work employs a dual approach of quantitative and qualitative method to assess the application of structured decision making process and the application of Artificial Intelligence in the management of current organizational complex issues. The designed research method aims at achieving the general appreciation of the structures, resources, methods, tools, and technologies that can improve decision-making performance in dynamic contexts.

A. Research Design

This study uses a mix of qualitative and quantitative paradigms akin to One is a Qualitative Analysis This entails a synthesis of existing literature and data from cases and industry reports to determine how organisations are deploying structural decision-making toolkits and artificial intelligence instruments. The qualitative aspect offers short and long-term issues, current recommendations, and experiences from practice implementation. The second one is Quantitative analysis of surveys, Surveys and other data are utilized in an attempt to provide quantity measures of the benefit of structured decision making and AI incorporation to organizational performance. Measures in the form of accuracy of decisions made, effectiveness of decisions put in place and satisfaction levels of the stakeholders exist.

B. Data Collection Methods

A systematic literature review of the scholarly articles, books, and industry white papers for grounding theoretical framework for designed structured-decision and AI. To explore the concept and practice of how the various organizations adopt decision-making frameworks and incorporate AI tools, an evaluation of few cases from different industry sectors will be done. Highlighted example companies are from finance, healthcare and manufacturing sectors. A survey is specifically aimed at gathering first-hand information from the targets which include development decision-makers and managers, as well as practitioners of artificial intelligence from different organizations. The questions that are posed in the survey cover issues on decision-making practices, issues and even the perception users have towards the effectiveness of AI in enhancing the decision-making process. In-depth interviews with key informants from the organizations in their realm of specialty and responsibility, on how they use structured decision-making in AI technology.

C. Research Tools

Quantitative and qualitative data are used through the elements of AI tools like sentiment analysis and predictive modeling. Examples of a method by which surveys are conducted and distributed includes; google forms or SurveyMonkey is used to distribute surveys and gather the data. For quantitative data analysis, the software such as SPSS or R is employed in a way that guarantees accurate statistics.

D. Ethical Considerations

Cross-sectional survey and interview respondents give their consent for participation having been informed on the objective and coverage of the research study. It is notable that all the collected data gathered in this project are anonymous and personal identification of participants is excluded. The present study adopted the research design that minimizes researcher influence and keeps a neutral perspective in data analysis.

E. Limitations of the Methodology

The results may be skewed by the availability of the participants especially in conveyancing by the use of questionnaires and interviews. It is quite possible that focus on certain industries does not represent enough cases to reflect the variety of decision-making practices in the area. Some of the findings may become inaccurate as AI tools and decision-making technologies change rapidly.

F. Outcomes and Objectives

Determine the important factors to consider within structured SSIs and AI application. Share recommendations with companies on how to get started with and use AIdecision- making capabilities. To illustrate, deliver tangible steps that help to increase the decision's quality, improve its actual implementation, and make an organization more responsive.

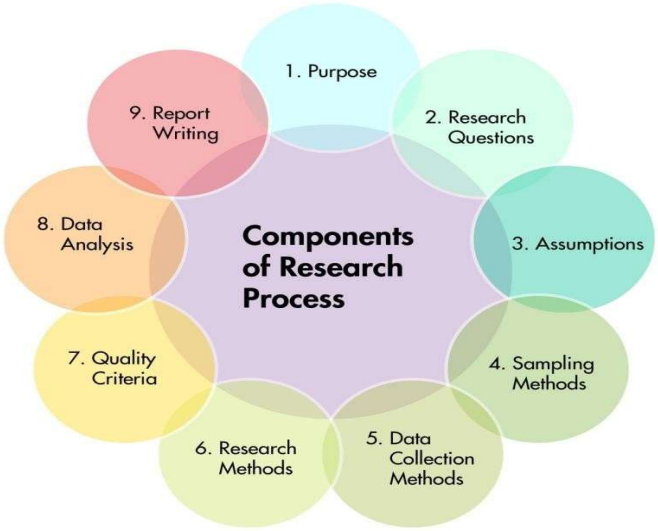

Figure: 2 Components of research process

It is peripheral that figure 2 represents the Amount of the Research Process and every component that is claimed to interrelate in make systematic and effective research is such a step. Each of component is a foundation that guarantees the quality, validity, and credibility of the obtained results. The detailed descriptions of each component are explained as follows:

a). Purpose

The purpose gives direction and focuses on the major reason why the research is to be conducted. It highlights about the purpose for conducting the research and what objectives the study aims at achieving. This component gives specific direction by defining the direction that the rest of the research process will take. A clear purpose provides matching with organisational objectives or scientific study.

b). Research Questions

Research questions are the detailed questions that the study seeks to answer is a study. Such questions relate the broad objective back into sensible and measurable sub-categories. They are at the center of the research process and define the nature of data to be gathered and processed.

c). Assumptions

The following are meanings of the key terms used in the current study: Theoretical frameworks mean the theoretical propositions that underpin theory. Such includes; assumptions of the research site, the target population, or even the reliability of the research instruments used in the study. The basic justification for identifying assumptions is to make them expound their real magnitude in order to be able to adjust for biases ahead of time.

d). Sampling Methods

Data collection methods describe the procedures for obtaining data and it samples methods describe how participants or data points in a study are chosen. This component involves the decision of using probability (Random) sampling method and non-probability (Non-random) technique of sampling depending on the research type. Proper sample collection also permits the information collected to represent the population; thus, preventing sampling bias.

e). Data Collection Methods

This component include choosing the right tools and methods to collect the data needed to address the research questions. Methods of data collection may be either qualitative, such as, interviews, focus group discussion, or quantitative, such as questionnaires, experiments.

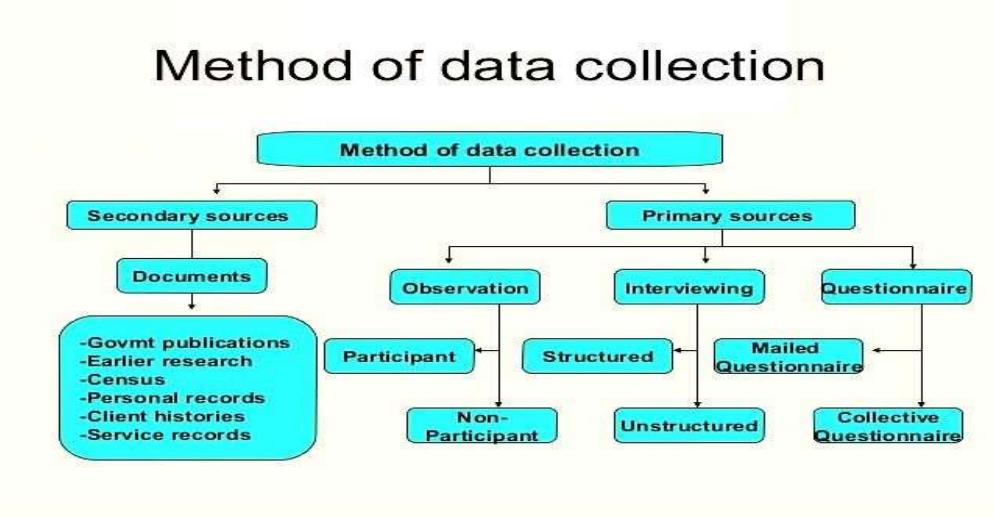

Figure:3 Method of Data collection

The figure 3 shows the Framework of the Methods of Data Collection including Primary Sources and Secondary Sources. Continuing the analysis of these categories, it should be mentioned that each of them comprises a set of methods and submethods depending on the peculiarities of the research.

f). Research Methods

Research methods mean the general method employed in the study, namely, either qualitative or quantitative or a combination of both. This component also covers the more detailed analysis in terms of the approach used, which maybe case-based, cross-sectional or experimental approach alluded in the literature.

g). Quality Criteria

Quality criteria are those that help to support the dependability and credibility of the generated knowledge. This comprises Data validation checks which are checks made on the data to ensure that data is accurate, consistent and can be generalized. To promote the credibility of the research, measures like triangulation, peer review or pilot testing are normally used to improve the quality of the study.

h). Data Analysis

Data analysis is a process of scrutinizing the collected data and operating it to gain relevant information. Thematic or content analysis might be part of Qualitative Analysis while Quantitative analysis would use statistic. The choice of participants, data analysis, and reduction are significant deterministic factors towards the success of the research aim and objectives, as well as questions.

i). Report Writing

The last part therefore involves presentation of the research findings. This involves preparing an efficient report that contains research goals and objectives, method of research, results and recommendations. Business writing enables the research to be shared with stakeholders and add to existing information in the society.

Results and Discussions

Thus the Results and Discussion section is very useful for the presentation of the findings of a study, the implications of those finding and how the two relate to the research objectives and previous literature. In terms of organisation, this section has been designed to be simple and logical, with each substantive section beginning with an explanation of the results before moving onto a discussion of their significance.

The results segment is where the data collected during the research is given with clear and without a hint of bias. This involve the use of tables, charts, graphs and figures as ways of presenting findings. Therefore, it may be in the form of tables and figures, where quantitative data may be described in terms of mean, median, standard deviation while qualitative data in terms of themes, quotes and /or narratives.

The findings should be articulated to relate with the research objectives as will be illustrated on how they solve the research questions or hypotheses. Outcomes should be described and patterns, trends as well as important results should be emphasized so as to come up with a good feel of the data set. Furthermore, for quantitative studies, it is important to report p-values, correlation coefficients, and confidence intervals, while for qualitative studies, reporting of themes, patterns, or key observations, which are obtained from the data, should be done.

This section discusses these findings and examines the implications and significance of these outcomes for the existing literature. Based on the obtained results, links are made to the research objectives and questions with an intent of explaining the relevance of these findings to the study. Any observed 'anomalies' are also detailed, explaining why such outcomes occurred. In this section, the findings are summarized and discussed with focus on the similarities; differences and extensions of the results with other relevant literature. For instance if prior studies indicated that traditional decision making models are problematic in certain ways then the discussion section could explain how such problems are overcome by artificial intelligent technology enhanced tools.

Perceived theoretical and practical significance of the findings is also highlighted. From a theoretical conceptualization, the discussion focuses on how the findings support or extend current theories or theories in the discipline. Effectively, it details examples with the practical implications to business, policy, and practicality proposals to the business and policy stakeholders. For example, the study may recommend the design of AI solutions as supplements to decision-making to support decisions about flexibility and forecasting.

It is always important to declare the significance and the limitations of the study. Limitations of the study which includes factors like: the sample size., methodological limitations or data quality issues as well as their implications are presented. Some recommendations for the amelioration in the context of future research is also included. This results in the determination of future research implications which are stated on the basis of the research findings and the acknowledged research limitations. For instance, future research could venture into finding ways of including ethical issues in decision-making processes that use artificial intelligence or establish the effects of AI use in particular sectors in the long run.

In general, this section guarantees the effective presentation and, moreover, the further advancement of the findings of the study in relation to the restoration of knowledge in the given field of research and practice, as well as the suggestion of the directions for further practical application of the findings of the study..

Conclusion

With the aid of a structured decision-making process alongside activities incorporating the use of modern technologies for instance, AI and BI systems, it is much easier to increase the organizational effectiveness and flexibility in the modern highly competitive and volatile business environment. This work examined what constitutes structured decision making, the various approaches used in it, and the usage of structured decision making to solving contemporary business issues. The results imply that while structured approaches give a clear structured method when making decisions these are in line with organizational goals and objectives. The prime advantages of analytics include predictive analytics, scenario modeling, and data visualization to help the decision-makers manage a high level of uncertainty and complicated decision environment. Furthermore, the application of.AI systems strengthens decision-making capability in terms of accuracy, speed, and flexibility; it provides vital competitive advantage to an organization.

However, the study also revealed some of the big challenges that surround their implementation; these challenges being data quality, ethical standards and organizational resistance to change to among others which must be dealt with to tap the greatest value of these systems. Thus, to achieve the necessary effect, along with the hardware and implementation of AI tools, Intentional preparations also need to be established in organizations, such as employee training, cultivating digital culture s, and compliance standards. This research adds to the theoretical understanding of decision-making practices and fills the gap between theory and practice. They stressed

the role of innovation within organizations to be flexible and responsible for its decisions. There is also a need for subsequent work on the effects of incorporating AI in decision-making, on the exploration of demanding ethic cultivation and safeguarding strategies against cognitive and algorithmic predispositions. In conclusion, structured decision-making frameworks and AI powered tools are revolutionary levers of change for organisations that seek competitive advantage into the future. Through embracing these approaches, firms must consider how they too can increase its strategic leverage, foster innovation, and work in a way that will both be sustainable and fit for purpose within a digitally dominated business environment.

Future Scope

It is essential to recognize that decision-making related to technologies and a constantly changing organization provides a vast potential for future study. Many fields for further research involve machine learning and artificial intelligence for creating natural, optimized by the industry models and making AI decisions traceable. This ethical approach to artificial intelligence is mandatory with emphasis on eradicating biases, acknowledging responsibility, and the issue of social effects such as displacement of human labour by AI.

The problem of increasing data quality and its availability remains acute; it is proposed to address it using standards, blockchain, and real-time data integration. Some of the strategies to promote human and AI integration are; Building a high level of trust, designing effective hybrid models to complement the decisions made, and lastly, an effective display of interfaces. Frameworks about management that would incorporate unstructured environments, or conditions such as crisis, will help organisations manage volatility appropriately.

Organizational and operational level applications, including sustainability initiatives and resource management preferences in public policy and non-profit organizations, present the greatest opportunity for development. Feedback processes and long term effects of decision making will keep updating the frameworks for continuous improvement. Last but not the least we need to respect cross cultural and international perspectives in order to develop more diverse and effective models to suit global needs and develop collaboration across the borders.

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