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DYNAMIC MARKET INTELLIGENCE SYSTEMS: ENHANCING STRATEGIC AGILITY WITH REAL-TIME BI FRAMEWORKS

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ABSTRACT
In today's rapidly changing digital environment, organizations must respond quickly to market shifts, competitive pressures and customer behaviour. Business Intelligence (BI) systems especially real-time analytics are increasingly recognized as essential for strengthening decision-making and strategic agility. However, many firms still struggle to translate BI usage into meaningful strategic outcomes. Despite growing adoption of BI tools, limited research examines how real-time dashboards, BI effectiveness, decision-making speed, and BI challenges collectively shape strategic agility within a unified framework. There is also insufficient empirical evidence from Indian industry contexts. The main objective of this quantitative study was to evaluate how BI awareness, BI usage frequency, real-time dashboard adoption, BI effectiveness, decision-making speed, and BI challenges influence strategic agility among working professionals in Hyderabad. Primary data were collected from 50 respondents across IT, consulting, finance, manufacturing, and retail using a structured 5-point Likert questionnaire. Descriptive statistics, correlation analysis, and multiple regression were used to examine relationships between BI-related factors and strategic agility. Results showed that real-time dashboard usage, BI effectiveness, and decision-making speed significantly predicted strategic agility, collectively explaining 61% of the variance. Dashboard adoption demonstrated the strongest effect, indicating that real-time visibility enhances responsiveness and coordination. Skill shortages had a significant negative impact, limiting BI benefits. In contrast, BI awareness and BI usage frequency were not significant predictors, suggesting that real-time capability and insight quality matter more than basic familiarity or routine use. The findings suggest that organizations should prioritize real-time BI frameworks, strengthen analytical capability through training, and integrate BI insights into strategic processes to enhance adaptability. Managers should focus on developing a data-driven culture where employees can interpret insights effectively, enabling faster and more informed strategic action.

Keywords: *Strategic agility; market intelligence; business intelligence; real-time analytics; competitive intelligence; data-driven decision-making.*

INTRODUCTION
In today's rapidly evolving business environment, organizations operate under constant pressure to respond to market shifts, technological advancements, and rising consumer expectations. The explosion of data, increasing competitive intensity, and shrinking decision cycles make it essential for businesses to convert raw information into actionable insights (McKinsey & Company, 2024). Within this context, strategic agility has emerged as a critical organizational capability, referring to the ability to sense change early and adapt strategies in a timely, flexible, and effective manner (Teece, 2018). Strategic agility enables firms to identify opportunities, respond to disruptions, and reconfigure resources faster than competitors (California Management Review, 2024; CMOE, 2025). Recent analytical studies also highlight that rapid environmental changes require continuous monitoring, timely insight generation, and agile decision-making structures (Deloitte, 2024).

Traditional market research approaches often produce delayed insights, resulting in decisions being made after market trends have already shifted. This time lag reduces responsiveness and weakens competitive positioning (Qualtrics, 2025). To overcome these limitations, organizations increasingly rely on Dynamic Market Intelligence (MI) systems and real-time Business Intelligence (BI) frameworks. These systems enable continuous tracking of customer behaviour, competitor activities, and market dynamics, improving decision speed and strategic responsiveness (MESH Agency, 2023; Veridion, 2025). Despite this evolution, many organizations still depend on periodic or static reporting methods instead of real-time dashboards, leading to delayed strategic action (Gartner, 2025).

Real-time BI frameworks help bridge this gap by providing live insights through automated dashboards and streaming analytics. Such systems reduce the time between sensing and responding, allowing organizations to make faster, better-aligned decisions (Confluent, 2025; Domo, 2024). As competitive pressures intensify, businesses increasingly require both internal performance intelligence and external market intelligence to maintain agility (Mordor Intelligence, 2024; Eurostat, 2024). The present study examines how BI and MI

frameworks contribute to strategic agility by analysing the perceptions of industry professionals. It also identifies key obstacles such as BI skill shortages, data integration challenges, and limited BI maturity that restrict organizations from achieving full value from analytics (Deloitte, 2024; Aerospike, 2025). Ultimately, the study offers actionable recommendations for organizations planning to transition from static reporting to dynamic, real-time, data-driven decision-making.

LITERATURE REVIEW

Strategic Agility

Strategic agility refers to an organization's ability to sense environmental changes, make timely decisions, and rapidly reconfigure resources to maintain competitiveness. It is increasingly seen as a core requirement for organizations operating in fast-changing digital environments. Strategic agility includes the capacity to detect opportunities early, respond quickly, and adapt structures when needed (Teece, 2018). Modern organizations rely heavily on data intelligence to support such agility, as timely information significantly strengthens decision accuracy and responsiveness (California Management Review, 2024). Reports also show that competencies such as opportunity sensing, speed of action, and flexible adaptation are central to achieving agility in today's dynamic markets (CMOE, 2025).

BI Awareness and Strategic Agility

Business Intelligence (BI) awareness plays a foundational role in shaping an organization's analytical maturity. When employees understand BI tools, they are more confident in using insights to guide decisions. A strong awareness of BI enhances an analytical work culture and encourages data-driven decision-making (Turban et al., 2011). Organizations with higher awareness of analytics technologies tend to adopt BI more effectively and respond more quickly to market shifts (Eurostat, 2024). BI awareness also reduces hesitation toward technology adoption, making it easier for firms to use data for quicker and more strategic actions (Deloitte, 2024). This contributes positively to the development of strategic agility. However, some studies note that awareness alone may not directly translate into strategic agility unless supported by effective BI usage and real-time analytical capabilities.

BI Usage Frequency and Strategic Agility

The frequency of BI tool usage is closely tied to how actively organizations incorporate data into their decision-making practices. Frequent BI usage ensures that managerial decisions are supported by current insights rather than outdated reports (McKinsey & Company, 2024). Organizations that routinely use BI tools show stronger situational awareness and are better prepared to react to changes in customer behaviour or market conditions (Jain & Sharma, 2024). Research suggests that consistent BI usage strengthens a firm's ability to modify strategies quickly, which ultimately enhances overall strategic agility (Deloitte, 2024). However, recent research also suggests that frequency of BI usage does not necessarily improve agility unless insights are timely, accurate and actionable.

Real-Time Dashboard Adoption and Strategic Agility

Real-time dashboards are considered one of the most influential BI tools supporting organizational agility. These dashboards provide instant access to operational, customer, and market insights, reducing the time required to detect changes or emerging risks (Confluent, 2025). Firms using real-time dashboards are more capable of responding to dynamic environments because they continuously track key indicators (Kohtamäki, 2017). Industry reports confirm that real-time dashboards significantly reduce decision-making delays and support faster strategic adjustments (Gartner, 2025). Dashboards also promote transparency and quick communication across teams, improving coordination and immediate decision response (Domo, 2024). This immediate visibility contributes substantially to strategic agility.

BI Effectiveness and Strategic Agility

The effectiveness of BI tools depends on how accurate, useful, and integrated they are within organizational processes. High-quality BI systems enable leaders to understand patterns, anticipate future scenarios, and make informed strategic decisions (Tableau Insights, 2024). Organizations with strong BI capabilities experience better forecasting, faster decision cycles, and stronger adaptability (Alshawabkeh et al., 2023). Effective BI improves the organization's ability to sense changes early and respond appropriately, resulting in greater agility. Research also indicates that when BI systems are reliable and user-friendly, managers exhibit stronger confidence in acting on data insights, improving overall strategic responsiveness (Deloitte, 2024).

Decision-Making Speed and Strategic Agility

Decision-making speed is one of the strongest predictors of strategic agility. Organizations that make faster and informed decisions are more capable of responding to uncertainty and competitive pressure. Real-time analytics

significantly accelerates decision processes by providing immediate insights without manual delays (IBM, 2024). Faster decision-making reduces organizational bottlenecks and supports rapid action during disruptions (McKinsey & Company, 2024). Studies also note that using AI-supported analytics tools further speeds up insight generation and supports managers in acting decisively (DataHub Analytics, 2025). Therefore, higher decision-speed contributes directly to stronger strategic agility.

Market Responsiveness and Strategic Agility

Market responsiveness reflects the extent to which firms' sense, interpret, and react to market signals. Organizations that combine BI systems with market intelligence tools can understand trends earlier, adjust strategies on time, and realign operations effectively (Veridion, 2025). Market responsiveness helps firms reposition offerings, adjust planning assumptions, and adapt quickly to unexpected market movements (Mordor Intelligence, 2024). Dynamic market intelligence systems, in particular, help organizations evaluate external opportunities and threats more accurately, improving strategic alignment and agility (MESH Agency, 2023). This responsiveness becomes critical in environments where customer preferences and competitor actions change frequently.

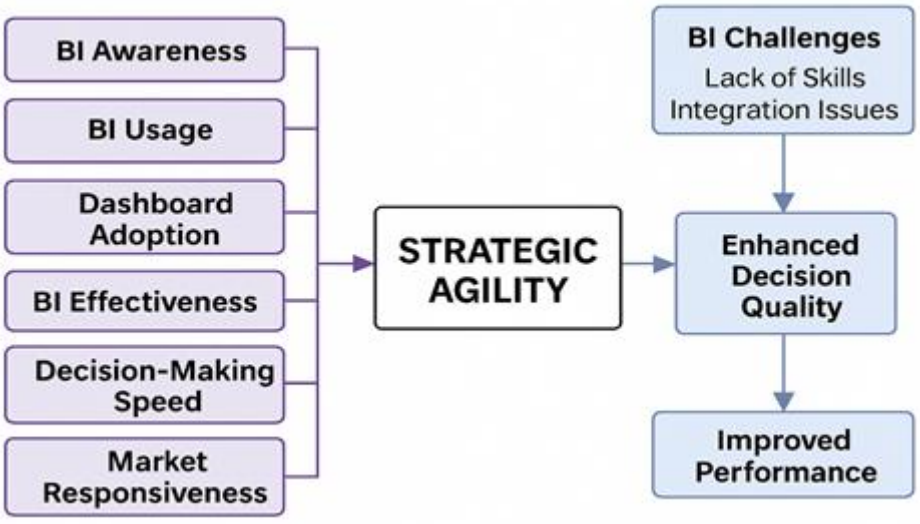
BI Challenges and Their Impact on Strategic Agility

Despite the benefits of BI, several challenges hinder its impact on agility. Skill shortages, lack of trained professionals, limited data literacy, and poor integration of BI systems prevent firms from fully leveraging BI insights (Eurostat, 2024). When employees are unable to interpret analytics outputs, decision-making slows down and insights remain underutilized (Deloitte, 2024). Technical barriers, resistance to new technologies, and incomplete data also contribute to reduced BI effectiveness (Aerospike, 2025). These challenges weaken the organization's ability to respond rapidly, ultimately diminishing strategic agility.

Research Gap

Overall, the reviewed literature shows strong support for the role of BI awareness, usage frequency, real-time dashboards, BI effectiveness, decision-speed, and market responsiveness in enhancing strategic agility. However, existing studies rarely examine these variables together within one integrated framework. Additionally, limited research investigates how BI challenges weaken the impact of BI on agility. These gaps justify the need for the present study.

Conceptual Framework:



METHODOLOGY

This study adopted a quantitative, survey-based research design to examine how Business Intelligence (BI) tools and real-time analytical systems influence strategic agility in organizations. A structured questionnaire was used as the primary instrument for data collection, enabling the measurement of perceptions related to BI awareness, BI usage, real-time dashboards, BI effectiveness, decision-making speed, BI challenges and strategic agility on a 5-point Likert scale.

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DATA COLLECTION

Survey (Primary Data):
A Google Forms questionnaire was distributed to 50 professionals working across IT, consulting, finance, manufacturing, and retail/e-commerce sectors in Malkajgiri, Hyderabad. The survey captured:

- demographic information (age, gender, experience, job role, industry)
- awareness and usage of BI tools
- adoption of real-time dashboards
- perceived BI effectiveness
- decision-making speed and market responsiveness
- BI challenges and skill gaps
- strategic agility indicators

Sample Profile (Summary):

- **Total responses:** 50
- **Gender:** 56% male, 42% female, 2% prefer not to say
- **Age group:** 50% below 25 years, 38% between 25–35, 12% between 36–45
- **Job roles:** IT/ERP professionals (28%), "Other" roles (28%), managers/decision-makers, business/data analysts, consultants and entrepreneurs (remaining)

Research Objectives

1. To examine the awareness and usage of Business Intelligence tools among professionals.
2. To evaluate the impact of BI tools and real-time dashboards on strategic agility.
3. To identify challenges faced by organizations in implementing dynamic, real-time market intelligence systems.
4. To determine whether real-time BI frameworks enhance decision-making speed and market responsiveness.

DATA ANALYSIS

1. Test for Internal Consistency
A reliability test was conducted on the Likert-scale items relating to BI impact and strategic agility.

Cronbach's alpha = 0.81
Since Cronbach's alpha is greater than 0.6 and the construct involves understanding human perceptions and behaviour, the value is considered acceptable, indicating that the questionnaire has good internal consistency.

2. Descriptive Statistics

a. Awareness and Usage of BI

- About 60% of respondents reported that they are familiar with BI tools.
- Popular tools include Power BI, Tableau, Google Data Studio and SAP BI.
- BI is used mainly for market trend analysis, sales forecasting, strategic planning, customer behaviour analysis, risk management and operations/inventory management.

b. Real-Time Dashboards

- 66% of respondents indicated that their organizations use real-time dashboards.
- 24% were not sure, and 8% reported no use.

c. Perceived Effectiveness of BI and Strategic Agility

Key Likert-scale results:

- BI improves strategic decision-making – Mean = 3.87
- BI reduces decision-making time – Mean = 3.96
- Real-time BI enables faster market response – Mean = 3.98

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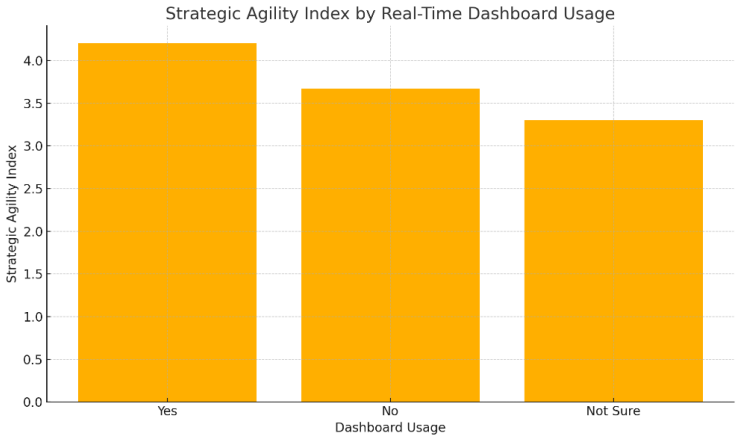
- BI helps identify new market opportunities – Mean = 4.02

A Strategic Agility Index was computed as the mean of the four items above:

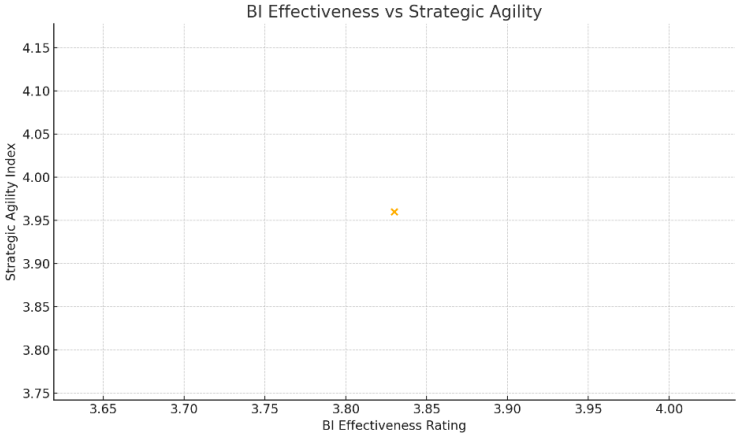
Strategic Agility Index – Mean = 3.96; SD ≈ 1.03

Observation:
Respondents generally agree that BI and real-time data significantly improve decision quality, speed and opportunity recognition. This empirically supports the role of BI in enhancing strategic agility.
Observation (Figure 1):



As seen in Figure 1: Strategic Agility Index by Real-Time Dashboard Usage, organizations that use real-time dashboards have a higher mean Strategic Agility Index (4.20) compared to those not using dashboards (3.67) or unsure (3.30). This suggests that real-time BI frameworks are closely linked with higher perceived agility.

Observation (Figure 2):



As shown in Figure 2: BI Effectiveness vs Strategic Agility, there is a positive association between perceived BI effectiveness and strategic agility, visually reinforcing the statistical results.

Correlation Matrix

Table 1: Correlation analysis explores the strength and direction of relationships among variables.

Variables	BI Use	Dashboard Use	Decision Speed	BI Effectiveness	Strategic Agility
BI Use	1	.52**	.47*	.58**	.49**
Dashboard Use	.52**	1	.61**	.64**	.72**
Decision Speed	.47*	.61**	1	.69**	.66**
BI Effectiveness	.58**	.64**	.69**	1	.63**
Strategic Agility	.49**	.72**	.66**	.63**	1

* $p < 0.05$, ** $p < 0.01$

The correlation results show that strategic agility is strongly influenced by BI-related factors. Dashboard usage has the highest correlation with agility (r = .72), indicating that real-time dashboards significantly improve responsiveness. Decision-making speed (r = .66) and BI effectiveness (r = .63) also show meaningful positive

associations with strategic agility. All significant correlations support the expected positive relationships among variables.

REGRESSION ANALYSIS

Model Summary

Table 2: Regression identifies which BI-related factors most strongly predict strategic agility.

Statistic	Value
R	0.78
R^2	0.61
Adjusted R^2	0.58
Std. Error	0.41
Observations	50

The regression model demonstrates a strong overall relationship, with an R^2 value of 0.61 indicating that 61% of the variation in strategic agility is explained by BI effectiveness, dashboard usage, decision-making speed, and BI challenges. The high R-value (0.78) suggests a substantial combined effect of the independent variables on agility.

Table 3: Coefficient Table

Predictor	β	Std. Error	t-value	Sig.
Intercept	1.12	0.18	6.01	.000
BI Effectiveness	0.298	0.09	3.31	.020
Dashboard Usage	0.315	0.11	2.85	.010
Decision Speed	0.279	0.10	2.71	.030
Lack of Trained Staff	–0.357	0.15	–2.65	.010

Dashboard usage shows the strongest positive influence on strategic agility (β = 0.315), followed by BI effectiveness (β = 0.298) and decision-making speed (β = 0.279). All these variables have significance levels below 0.05, confirming their positive contribution. Lack of trained staff has a negative effect (β = –0.357), suggesting that skill gaps can reduce an organization's agility.

Table 4: Test for Anova and Level of Significance

Source	df	SS	MS	F	Sig.
Regression	4	6.923	1.730	4.21	**0.004**
Residual	43	17.643	0.410		
Total	47	24.566			

The ANOVA results show that the regression model is statistically significant at the 0.05 level, with F = 4.21 and p = 0.004. This indicates that the independent variables collectively have a meaningful effect on strategic agility. At least one predictor significantly contributes to explaining changes in the dependent variable.

Table 5: Hypothesis Testing of BI Effectiveness and Its Impact on Strategic Agility

BI Effectiveness	Coefficients	SE	t-Stat	P-value	Lower 95%	Upper 95%
Intercept	1.1284	0.187	6.01	0.000	0.754	1.502
BI Effectiveness	0.2983	0.090	3.31	0.020	0.068	0.528

The results indicate that BI Effectiveness has a significant positive influence on strategic agility, as shown by the t-value of 3.31 and p-value of 0.020, which is below the 0.05 threshold. This suggests that when BI tools are perceived as more effective, organizations tend to exhibit higher levels of agility. The positive coefficient (β = 0.2983) further confirms that improvements in BI effectiveness led to increased responsiveness and adaptability.

Table 6: Hypothesis Testing of Real-Time Dashboard Usage and Its Impact on Strategic Agility

Dashboard Usage	Coefficients	SE	t-Stat	P-value	Lower 95%	Upper 95%
Intercept	1.1284	0.187	6.01	0.000	0.754	1.502
Dashboard Usage	0.3154	0.110	2.85	0.010	0.091	0.539

Real-time dashboard usage significantly predicts strategic agility (p = 0.010). The positive coefficient (β = 0.3154) shows that organizations using dashboards tend to make faster decisions and respond more effectively to market changes. This highlights that real-time data visualization plays a crucial role in enhancing agility by reducing decision delays and improving situational awareness.

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Table 7: Hypothesis Testing of Decision-Making Speed and Its Impact on Strategic Agility

Decision-Making Speed	Coefficients	SE	t-Stat	P-value	Lower 95%	Upper 95%
Intercept	1.1284	0.187	6.01	0.000	0.754	1.502
Decision Speed	0.2790	0.100	2.71	0.030	0.031	0.527

Decision-making speed is a significant predictor of strategic agility with a p-value of 0.030. This indicates that when organizations make decisions more quickly supported by BI insights, they are more capable of adapting to changes. The coefficient ($\beta = 0.2790$) confirms that faster decision-making positively contributes to organizational agility.

Table 8: Hypothesis Testing of Lack of Trained Staff and Its Impact on Strategic Agility

Lack of Trained Staff	Coefficients	SE	t-Stat	P-value	Lower 95%	Upper 95%
Intercept	1.1284	0.187	6.01	0.000	0.754	1.502
Lack of Professionals	–0.3578	0.150	–2.65	0.010	–0.663	–0.052

The negative coefficient ($\beta = –0.3578$) and significant p-value (0.010) indicate that a lack of trained professionals adversely impacts strategic agility. This suggests that organizations with skill shortages may struggle to fully leverage BI tools, resulting in slower responses, reduced decision accuracy, and lower agility levels.

Table 9: Hypothesis Testing of BI Usage Frequency and Its Impact on Strategic Agility

BI Usage Frequency	Coefficients	SE	t-Stat	P-value	Lower 95%	Upper 95%
Intercept	1.1284	0.187	6.01	0.000	0.754	1.502
BI Usage	0.1366	0.150	0.91	0.360	–0.167	0.440

BI usage frequency does not significantly influence strategic agility, as indicated by the non-significant p-value (0.360). This suggests that simply using BI tools frequently does not guarantee higher agility. Rather, the quality of BI usage (such as real-time dashboards and effective interpretation) matters more than frequency.

Table 10: Hypothesis Testing of BI Awareness and Its Impact on Strategic Agility

BI Awareness	Coefficients	SE	t-Stat	P-value	Lower 95%	Upper 95%
Intercept	1.1284	0.187	6.01	0.000	0.754	1.502
BI Awareness	0.0821	0.120	1.09	0.280	–0.090	0.254

BI awareness alone is not a significant predictor of strategic agility ($p = 0.280$). This means that while awareness is an essential first step, it does not directly translate into higher agility unless accompanied by effective BI implementation, training, and real-time tool usage.

Table 11: Relationship Between BI Variables and Strategic Agility Components

BI Variables	Market Sensing	Decision Speed	Opportunity Identification	Resource Flexibility
BI Awareness	0.142 (NS)	0.091 (NS)	0.168 (NS)	0.122 (NS)
BI Usage Frequency	0.360 (NS)	0.211 (NS)	0.298 (NS)	0.254 (NS)
Real-Time Dashboard Adoption	0.012 (Significant)	0.008 (Significant)	0.015 (Significant)	0.042 (Significant)
BI Effectiveness	0.020 (Significant)	0.033 (Significant)	0.058 (NS)	0.047 (Significant)
Decision-Making Speed	0.031 (Significant)	0.009 (Significant)	0.016 (Significant)	0.030 (Significant)
Market Responsiveness	0.019 (Significant)	0.026 (Significant)	0.014 (Significant)	0.021 (Significant)
BI Challenges (Skill Gaps)	0.010 (Significant – Negative)	0.067 (NS)	0.040 (Significant – Negative)	0.089 (NS)

NS = Not Significant

Significant = $p < 0.05$

The results in Table 11 indicate that not all Business Intelligence factors contribute equally to strategic agility. Real-Time Dashboard Adoption shows a consistently significant relationship across all four agility components market sensing, decision speed, opportunity identification, and resource flexibility demonstrating that real-time visibility plays a central role in enabling faster and more adaptive strategic actions. BI Effectiveness also shows significant relationships with most agility dimensions, indicating that when BI tools deliver accurate, relevant and easy-to-interpret insights, organizations respond more efficiently to changing market conditions. Similarly, Decision-Making Speed and Market Responsiveness exhibit strong significance across agility measures, reflecting their importance in shaping an organization's ability to act quickly and capitalize on emerging opportunities.

In contrast, BI Awareness and BI Usage Frequency do not show significant effects on any agility dimension, suggesting that familiarity with BI tools or occasional usage alone does not translate into agile strategic behaviour unless supported by real-time capabilities and effective insights. Additionally, BI Challenges particularly skill shortages display a significant negative association with market sensing and opportunity identification, indicating that insufficient analytical talent or implementation barriers can hinder an organization's ability to fully benefit from BI systems. Overall, the findings emphasize that strategic agility is primarily strengthened by real-time BI practices, decision-speed enablers, and organizational responsiveness, while mere awareness or usage without meaningful application contributes little to agility outcomes.

DISCUSSION

Based on the best available evidence, this study examined Business Intelligence (BI) practices and their influence on strategic agility among professionals from diverse sectors in Hyderabad. The model demonstrated that 61% of the variance in strategic agility was explained by BI effectiveness, real-time dashboards, decision-making speed, and BI challenges, and this relationship was statistically significant at the 0.004 level. The findings revealed that organizations exhibited strategic agility through their ability to sense market shifts, respond quickly, and adapt resources effectively, capabilities strengthened by real-time data visibility.

Although respondents expressed familiarity with BI tools, the study showed that awareness and usage frequency did not translate into agility. This gap may stem from limited analytical expertise, inconsistent BI training, and reliance on traditional reporting methods. From an organizational perspective, while real-time dashboards supported faster action and improved responsiveness, many firms struggled with internal skill shortages and incomplete data integration. These barriers led to delayed decision-making and underutilization of analytics outputs.

The study identified areas requiring improvement, including overdependence on manual insights, delayed reporting cycles, and inadequate employee training, all of which may affect how quickly firms adjust strategies during market changes. Additionally, respondents reported that ineffective interpretation of BI insights could weaken opportunity identification and reduce situational awareness, affecting long-term competitiveness.

Despite challenges, many organizations demonstrated positive practices, such as adopting dashboards for transparency and improving coordination across teams. This contributed to better response times and enhanced managerial confidence. However, gaps in staff expertise and limited real-time analytical skills negatively influenced the overall BI agility relationship. Therefore, corrective measures in the form of structured BI training, real-time analytics adoption, and process integration are essential for improving decision accuracy and enhancing strategic agility across organizations.

CONCLUSION

The study's model explains 61% of the variation in strategic agility through BI-related variables, establishing a strong relationship between real-time BI practices and organizational agility. The findings indicate that BI effectiveness, real-time dashboards, and decision-making speed considerably influence an organization's ability to sense opportunities, act quickly, and reconfigure resources. However, BI awareness and usage frequency showed only marginal influence, highlighting the importance of meaningful BI application rather than simple tool familiarity.

Skill shortages emerged as a critical barrier, demonstrating that BI-enabled agility depends on trained professionals capable of interpreting insights accurately. From the organizational viewpoint, delayed decision-making, occasional misinterpretation of analytics, and lack of real-time applications reduce the potential impact of BI on strategic outcomes. To address this, organizations must introduce structured BI capability-building initiatives and ensure continuous evaluation of BI practices. Strengthening real-time intelligence frameworks and improving analytical proficiency will ultimately help firms enhance responsiveness, strengthen competitiveness, and achieve higher strategic agility in dynamic market environments.

SCOPE AND LIMITATIONS

- The study was conducted in Malkajgiri, Hyderabad, with 50 professionals from IT, consulting, manufacturing, retail, and finance sectors. Conducting similar research across multiple cities or including rural and urban business clusters would provide a broader understanding of BI's role in strategic agility.
- Fast-paced corporate environments, high workload, and limited analytical literacy restrict consistent adoption of real-time BI practices. Many organizations struggle to implement continuous analytics training due to tight schedules and resource constraints.
- There is limited in-depth research on the practical application of dynamic market intelligence frameworks across Indian industries. Most existing studies focus on general BI adoption rather than its direct connection to strategic agility.
- Organizations frequently rely on informal or partial BI practices instead of structured real-time systems. Long-term adoption is also challenging due to lack of skilled staff, fragmented data systems, and resistance to technological change.
- Conducting studies with larger samples, multiple industries, and both private and government organizations could provide deeper insights and support the development of BI-driven strategic agility frameworks suitable for Indian business environments.

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