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DATA-DRIVEN MANAGEMENT AND BUSINESS INTELLIGENCE AS DETERMINANTS OF SUSTAINABLE GROWTH OF ENTERPRISES IN THE REPUBLIC OF SERBIA

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Abstract: In the context of digital transformation and increasing market uncertainty, data-driven management and business intelligence (BI) systems have become essential instruments for improving strategic decision-making and ensuring sustainable enterprise growth. The subject of this paper is the analysis of the role of data-driven management and business intelligence as determinants of sustainable growth of enterprises in the Republic of Serbia. The aim of the research is to examine the theoretical foundations of these concepts and to assess their significance for competitiveness and long-term business stability in a transitional economy. The research is based on a theoretical-analytical approach, including a review of relevant international and domestic literature, comparative analysis, and the methods of synthesis and deduction. The results indicate that the effective integration of BI tools into managerial processes enhances decision quality, reduces business risk, and strengthens competitive positioning. However, limited digital maturity and insufficient analytical culture remain significant challenges in Serbian enterprises. The paper concludes that systematic implementation of data-driven practices represents a strategic prerequisite for sustainable growth and long-term economic development.

Keywords: Data-driven management, business intelligence, sustainable growth, strategic decision-making, digital transformation, competitiveness, Serbian enterprises.

1. INTRODUCTION

In the modern business environment, characterized by rapid technological changes, digital transformation and increased market uncertainty, companies increasingly rely on analytical approaches to decision-making. Traditional management models, based mainly on experience and intuition, less and less enable the timely recognition of business opportunities and risks, which limits the competitiveness and long-term sustainability of the company [1, p. 23].

In this context, the concept of data-driven management and the implementation of a business intelligence system (Business Intelligence-BI) become key instruments for improving strategic decision-making and achieving sustainable growth of organizations [2, p. 45].

Data-driven management is an approach to management in which decisions are made based on data, and not only on the experience or intuition of the manager. This approach enables organizations to better plan resources,

optimize processes and improve business performance. Studies show that organizations that develop a data-driven culture are more likely to successfully implement business intelligence (BI) and analytical tools, which directly affects the quality of managerial decision-making and overall business results [3, p. 649-661].

Business intelligence and analytics enable managers to identify trends, predict market risks and opportunities, and improve organizational efficiency. Business intelligence systems are used to collect, process and analyze large amounts of data, thereby ensuring faster and more accurate decision-making. According to [4], the implementation of BI systems and analytical tools in organizations that foster a data-driven culture lead to a significant increase in the performance of managers and the overall competitiveness of the company. Establishing a data-driven culture in an enterprise is not possible only with technical solutions. Organizations must develop organizational practices that encourage the use of data, including employee training, defining standards for data collection, and clearly defined procedures for data analysis. The lack of this culture often leads to ineffective implementation of BI tools, even when the organization has advanced technological resources [5, p. 936].

The subject of this paper is the analysis of the role of data-driven management and business intelligence as determinants of sustainable growth of companies in the Republic of Serbia. Special attention was paid to the identification of key factors that enable the effective application of BI tools in managerial processes, as well as to the analysis of obstacles faced by Serbian companies, including insufficient digital maturity, limited analytical culture and infrastructural limitations [6, p. 12-15].

The goal of the research is to systematize theoretical knowledge about data-driven management and business intelligence, analyze their implications for competitiveness and long-term stability of companies, and to provide recommendations for improving strategic processes in Serbia [7, p. 78-80]. The research is based on a theoretical-analytical approach, including a

review of relevant domestic and international literature, comparative analysis and methods of synthesis and deduction [8, p. 14-18].

The research questions that this paper raises are:

1. What is the role of data-driven management in improving the quality of strategic decision-making?
2. How do business intelligence systems contribute to the sustainable growth and competitiveness of companies in Serbia?
3. What are the main obstacles and challenges of implementing BI practices in the context of Serbian companies?

The results of the work are expected in the form of theoretical systematization of terms, identification of factors for the successful application of BI systems, analysis of limitations in the local business environment and the proposal of a conceptual model of data-driven management adapted to Serbian companies [9, p. 34-36]. This approach allows to contribute to a better understanding of modern managerial practices and their application in the real economy. The application of business intelligence systems and data-driven management in Serbia is still in development, but studies show that companies that adopt these methods record an increase in productivity, better planning and cost optimization. The use of BI tools enables managers in Serbia to react more quickly to market changes and make decisions based on real data, which contributes to the sustainable economic development of companies [4; 3, p. 729-739].

The application of data driven management and business intelligence (BI) systems in the Republic of Serbia is still under development, but concrete examples indicate growing interest and initial results. In larger companies, such as telecommunications operators, the application of BI systems for data integration and analysis allows management to make better strategic decisions based on real data [Ibidem].

In the sector of business services and small and medium-sized enterprises in Serbia, research shows that there is a high recognition

of the potential of BI systems and analytics for improving business performance, especially in the areas of cost optimization, planning and resource management [10, para r. 177-186]. However, a significant number of organizations face challenges such as lack of digital maturity, insufficient analytical culture and limited resources to implement complex BI solutions [11, p. 45-55]. Research on digital transformation in the context of companies in the region indicates that BI systems and advanced analytics can contribute to the agility and competitiveness of organizations, but that successful implementation requires management support, continuous employee education and a clear strategic vision [12, p. 90-100]. In Serbia, this trend is slowly developing, and an increasing number of companies are starting to use data visualization and analysis tools to improve decision-making processes and business results [13, p. 46-55]. In addition, in the conditions of digital transformation, the integration of BI systems with other business functions such as finance, marketing and operations, represents an opportunity to improve the competitiveness of domestic companies and strengthen their position on the regional market [14].

Despite these positive trends, the need for standardized models, local empirical studies and theoretical frameworks that integrate global practices with the specificities of the Serbian context remain an important direction for future research [5].

2. LITERATURE REVIEW

For the purposes of this paper, current sources related to business intelligence, data-driven approach and analytics in management were used, with a special focus on the economic development of companies. The literature has been carefully selected according to relevance to research questions, quality and practical application, with the priority being papers that include empirical examples, case studies or the application of BI systems and analytical solutions in organizations. Sources from peer-reviewed journals, recognized publishers and international anthologies were taken into account, in

order to ensure the reliability and topicality of the information. The reviewed works show that data-driven management is a key factor for improving strategic decision-making and operational efficiency of organizations [3, p. 729-739]. Studies indicate that the implementation of a BI system allows organizations to integrate data from different sources, analyze trends and optimize resources, which directly affects business performance [10, p. 177-186].

In the context of the Republic of Serbia, the implementation of BI systems is still in development, but examples from large companies, such as Telekom Srbija, show that data integration and information analysis significantly contribute to faster and better decision-making. At the same time, research shows that many organizations in Serbia have challenges such as a lack of analytical culture, limited resources and the need for additional education of employees [12, p. 90-100; 13].

The literature review also shows that the successful implementation of data-driven management requires a combination of technological solutions, a strategic management approach and an organizational culture that encourages the use of data in decision-making [14; 5]. In Serbia, this trend is growing, and an increasing number of companies are starting to use data visualization and analytics tools to improve performance and competitiveness in the market.

Contemporary management concepts increasingly emphasize the importance of customer relations as a key source of competitive advantage. In this context, the concept of customer relationship management (CRM) represents the integration of business strategy, organizational culture and information technologies, with the aim of improving user satisfaction and loyalty, as well as achieving better business performance [15, p. 89-95].

The synthesis of literature enabled the identification of key trends, advantages and challenges of the implementation of BI systems and data-driven approaches in companies in Serbia and provides a theoretical basis for further research and recommendations for implementation in practice.

3. MATERIAL AND METHODS

For the purposes of this paper, the method of theoretical-analytical synthesis was used, based on a systematic analysis of the available literature in the field of business intelligence and data-driven management. Sources from peer-reviewed international journals, collections, books, and relevant reports published in the last ten years were used, in order to ensure the topicality and relevance of the data. Special emphasis is placed on works that investigate the application of business intelligence systems and analytical tools in companies and organizations, including examples from the Republic of Serbia.

Criteria for literature selection included topicality, relevance to the topic, publication quality and practical application in a business environment. The selected works were analyzed descriptively and comparatively, with the aim of identifying key trends, advantages and challenges in the application of data-driven management and business intelligence. The analysis also included the identification of gaps in the literature and potential directions for further research.

Based on the reviewed literature, the work integrates global approaches with the specifics of the Serbian business context, providing a theoretical framework and practical recommendations for improving management in companies. In doing so, the aspect of strategic decision-making, optimization of resources and improvement of competitiveness through the use of analytical tools was specially addressed.

4. RESEARCH RESULTS

Based on the theoretical-analytical analysis of the available literature, it can be concluded that data-driven management and business intelligence systems have a significant impact on the improvement of business and economic development of companies. The obtained results allow answering the research questions.

4.1. WHAT IS THE ROLE OF DATA-DRIVEN MANAGEMENT IN IMPROVING THE QUALITY OF STRATEGIC DECISION-MAKING?

The first research question related to the role of data-driven management in improving the quality of strategic decision-making. Data-driven management represents a modern approach to management in which decision-making is based on systematic data analysis, instead of exclusively on intuition, experience or subjective assessments of managers. In the context of strategic decision-making, this approach plays a key role because it allows organizations to base their decisions on objective and verifiable information, thereby increasing their accuracy and reliability.

One of the main advantages of a data-driven approach is the reduction of uncertainty in the decision-making process. Traditional strategic decision-making often relied on assumptions and limited information, while data-driven management enables the analysis of large amounts of data (so-called big data), including market trends, consumer behavior, financial indicators and operational performance. In this way, managers get a more comprehensive insight into the business environment and can make more informed decisions [16]. In addition, data-driven management contributes to increasing the accuracy and objectivity of decisions. Data analysis identifies patterns, correlations and trends that are not always visible through traditional management methods. This reduces the impact of cognitive biases and subjective assessments, which leads to more rational and transparent decision-making [17]. An important aspect is the proactive dimension of strategic decision-making. By using predictive analytics and advanced models, organizations can not only analyze past performance, but also predict future trends and scenarios. This allows managers to recognize potential opportunities and threats before they fully manifest, thereby moving from a reactive to a proactive management model [18]. Furthermore, a data-driven approach significantly improves the efficiency of resource allocation. Data analysis enables the identification of inefficiencies in business

processes, which gives managers a basis for optimizing costs, improving productivity and better directing investments. Thus, strategic decisions become not only better quality, but also more economical [Ibid,16]. Also, data-driven management enables continuous monitoring and evaluation of the strategy. Unlike traditional approaches, where the effects of decisions are evaluated over time, analytics tools allow monitoring of key performance indicators (KPIs) in real time. This enables rapid strategy corrections and continuous business improvement [Ibid, 17].

However, it is important to emphasize that the quality of strategic decision-making does not only depend on the availability of data, but also on their qualitative processing. Poor data quality, inadequate interpretation or lack of analytical skills can lead to wrong conclusions and decisions. Therefore, the development of an organizational culture based on data and the improvement of analytical competences of employees is a key prerequisite for the successful application of data-driven management [19].

The role of data-driven management in improving strategic decision-making can be clearly seen on the example of large companies in the Republic of Serbia that have implemented advanced analytical systems. For example, Telekom Srbija uses big data analytics for user segmentation and optimization of service offerings. Based on the analysis of user behavior, management makes decisions on the creation of packages and pricing strategies, thereby increasing user satisfaction and reducing the churn rate [1, p. 45-52; 20, p. 1-10; 29; 30].

A similar approach is present in the banking sector, where NLB Komercijalna banka (part of NLB Group) uses advanced data analytics for credit risk assessment, customer segmentation and personalization of financial products. The integration of large data sets and analytical models enables the improvement of decision-making quality, the reduction of information asymmetry and the optimization of risk management, which is a key factor in the stability and competitiveness of banking institutions in modern business conditions [2, p. 1-10; 21, p. 71-78; 22, p. 626-639].

In the retail sector, the company Delhaize Serbia (Maxi, Shop&Go) uses data analysis on consumer buying habits in order to optimize product assortment and layout in sales facilities. This directly affects the increase in sales and more efficient inventory management [24, p. 97-121; 33, p. 356-365; 34].

These examples confirm that data-driven management enables the transition from intuitive to analytical decision-making, which results in greater precision, faster response to changes and better business results.

Based on the conducted analysis, it can be concluded that the data-based decision-making process involves the integration of several stages, from data collection and processing, through analytical tools, to strategic decision-making and achieving business results. It is particularly important to emphasize that in the practice of companies in the Republic of Serbia, this process is implemented through various information systems and analytical tools you.

Because of all the above, it can be concluded that data-driven management has a transformative role in strategic decision-making. It enables fact-based decision-making, reduces risk, increases accuracy, and enables organizations to respond more quickly and efficiently to changes in the business environment. Thus, the data-driven approach becomes not only a tool for improving decision-making, but also a key factor in the competitiveness of modern companies.

4.2. HOW DO BUSINESS INTELLIGENCE SYSTEMS CONTRIBUTE TO THE SUSTAINABLE GROWTH AND COMPETITIVENESS OF COMPANIES IN SERBIA?

The second research question related to the way in which business intelligence systems contribute to the sustainable growth and competitiveness of companies in the Republic of Serbia. The results indicate that BI systems enable the integration and analysis of data from different business functions, which leads to better coordination of activities and optimization of resources. In practice, companies

that implement business intelligence tools (BI tools) achieve improvements in planning, cost control and performance management. In the context of Serbia, the greatest progress in the application of BI systems was recorded in large organizations, especially in the telecommunications, banking and trade sectors, where analytical tools are used to improve business processes and increase competitiveness. Thus, BI systems become an important factor of sustainable growth, because they enable long-term planning based on realistic indicators. Business intelligence (BI) systems represent a set of technologies, applications and processes that enable the collection, integration, analysis and visualization of data in order to support business decision-making. Their role in modern organizations comes to the fore especially in the context of sustainable growth and strengthening competitiveness, which is of particular importance for companies in the Republic of Serbia that operate in a dynamic and increasingly demanding market environment.

One of the key contributions of the BI system is reflected in the improvement of operational efficiency and optimization of business processes. By integrating data from different sources, such as financial systems, sales, marketing and logistics, BI systems enable a comprehensive insight into the company's operations. Based on this information, management can identify inefficiencies, reduce costs and improve productivity, which directly contributes to the sustainable growth of the organization [2, p. 1-10]. In addition, BI systems have a significant impact on increasing the competitiveness of companies. By analyzing market data and consumer behavior, organizations can better understand the needs of their users and tailor products and services to those needs. This ability to adapt to the market allows companies to achieve a competitive advantage and differentiate themselves from the competition [9, p. 13-28].

In the context of the Republic of Serbia, the application of BI systems is most pronounced in large companies and sectors with a high degree of digitization, such as banking,

telecommunications and retail. In these sectors, BI tools are used to analyze consumer habits, manage risks and improve user experience. This enables not only an increase in efficiency, but also long-term sustainable development through better planning and strategic management [23; 22, p. 97-121; 24, p. 69-96].

Business intelligence systems play a significant role in improving the competitiveness of companies in Serbia, especially in sectors with a high level of digitization. For example, in the energy sector, the company NIS uses business intelligence systems to integrate data from different business functions, including manufacturing, logistics and distribution. Application of BI tools enables monitoring of key performance, optimization of operational processes and more efficient management of resources. Analytical insights based on data contribute to improving strategic planning and increasing operational efficiency, which is of key importance for the long-term sustainability and competitiveness of the company [Ibidem].

In the IT sector, the Comtrade company develops and implements solutions based on business intelligence and data analytics, thereby contributing to digital transformation and improving the competitiveness of organizations. Application of advanced analytical tools enables more efficient data management, optimization of business processes and making informed decisions based on data [24, p. 356-365; 22, p. 626-639].

Also, in the banking sector, Banca Intesa uses BI systems to analyze market trends, customer behavior and optimize business processes, which enables sustainable growth and strengthening of the market position. In the e-commerce sector, platforms like Ananas use advanced analytics to track user behavior and personalize offers, thus increasing competitiveness in the domestic market [Ibid, 23; Ibid, 22; Ibid, 24]. These examples indicate that BI systems enable organizations to use resources more efficiently, improve decision-making, and achieve long-term competitive advantage.

An important aspect of BI systems' contribution to sustainable growth is their role

in strategic planning and long-term decision-making. By using historical and real-time data, organizations can develop strategies based on real indicators, which increases the probability of success and reduces the risk of wrong investment decisions. BI systems also enable monitoring of key performance indicators, which contributes to continuous business improvement [Ibid, 22].

However, the level of application of the BI system in Serbia is still not uniform. Small and medium-sized companies often fall behind in the implementation of these solutions due to limited resources, lack of professional staff and insufficient awareness of the importance of analytics in business. Despite this, trends indicate a gradual increase in the use of BI tools, which is associated with digital transformation processes and the increasing availability of technological solutions [25]. Also, BI systems play a significant role in business sustainability, as they enable more efficient management of resources and reduction of operational losses. Data analysis can help organizations to optimize energy consumption, improve logistics processes and reduce the negative impact on the environment, thus BI systems contribute not only to the economic, but also to the ecological aspect of sustainable development [26].

Based on the conducted analysis, it can be concluded that business intelligence systems are a key tool for improving competitiveness and sustainable growth of companies in the Republic of Serbia. Although there are certain limitations in their application, especially in the sector of small and medium enterprises, their role in modern business is becoming more and more important and represents an important direction of the future development of the domestic economy.

4.3. WHAT ARE THE MAIN OBSTACLES AND CHALLENGES OF IMPLEMENTING BI PRACTICES IN THE CONTEXT OF SERBIAN COMPANIES?

The third research question related to the identification of the main obstacles and challenges of the implementation of BI practices

in Serbian companies. The analysis shows that the key challenges are related to insufficient development of digital infrastructure, limited financial resources and lack of professional staff for data analysis. In addition, an insufficiently developed organizational culture that does not encourage data-based decision-making is a significant obstacle. The resistance of employees to changes, as well as the lack of strategic management support, additionally slow down the implementation of the BI system. The implementation of business intelligence (BI) systems in modern organizations is a complex and multidimensional process that goes beyond the mere technical integration of software solutions. In the context of the Republic of Serbia, this process is additionally conditioned by the specifics of the economic environment, the level of digital transformation and the organizational capacities of the company. The analysis of the relevant literature points to several key categories of challenges that limit the wider and more effective application of BI practices. [25; 26]

One of the main obstacles relates to insufficiently developed digital infrastructure and technological readiness of the company. Although large companies in Serbia have implemented modern information systems to a significant extent, small and medium-sized businesses often do not have an adequate IT infrastructure to support complex BI solutions. This gap in technological development directly affects the ability to collect, store and process data, which is the basis for the application of business intelligence [Ibidem].

Another significant challenge is the lack of professional staff and analytical competences. The implementation of a BI system requires interdisciplinary knowledge in the field of information technology, statistics, data analysis and management. In Serbia, there is a deficit of experts who possess these competencies, which makes it difficult not only to implement, but also to effectively use BI tools in practice. This problem is particularly pronounced in smaller organizations that do not have the resources to hire or train specialized personnel [23].

In addition to technical and personnel limitations, an insufficiently developed organizational culture based on data is a significant obstacle. In many companies, decision-making is still based on the experience and intuition of managers, while the analytical approach is not used to its full capacity. Resistance to changes, lack of trust in data and weak communication between the IT sector and management additionally slow down the process of BI system implementation [11, p. 46-55].

Another important challenge is related to financial constraints. Implementation of a BI system requires significant investments in software, hardware, employee training and system maintenance. For many companies in Serbia, especially small and medium-sized ones, these costs represent a significant barrier, which is why the implementation of BI solutions is often delayed or completely absent [Ibidem].

Also, the quality and availability of data can be a problem. Inadequately collected, fragmented or unreliable data can lead to wrong analyzes and inadequate business decisions. In practice, many organizations do not have standardized data governance processes, which further complicates the implementation of a data-driven approach [19].

Finally, a significant challenge is the lack of strategic management support. Without a clear vision and commitment from the highest level of management, BI initiatives often remain at the level of technical projects without wider organizational application. Successful implementation requires the integration of the BI system into the business strategy, as well as continuous management support in the development of an analytical culture [5].

For example, many small textile companies in Serbia, although aware of the importance of digitization, do not have the capacity to implement complex BI systems, but rely on basic tools such as Excel analysis. This approach limits the possibility of strategic planning and reduces competitiveness [Ibid, 22; Ibid, 24]. Additionally, although companies like Telekom Srbija and NIS successfully implement BI solutions, challenges arise in the form

of organizational resistance, insufficient system integration and the need for continuous employee education [Ibid, 22; 27, p. 81; 28; 31, p. 31-39]. According to the data of the Republic Statistical Office, a relatively small percentage of companies in Serbia use CRM and advanced analytical tools, which further confirms the existence of a digital gap between large and small companies [Ibid, 27; 32; 33, p. 91-127].

Despite the mentioned challenges, it is important to point out that the situation in Serbia is gradually changing. The processes of digital transformation, the development of the IT sector and the growing awareness of the importance of data contribute to the growing interest in BI solutions. However, for the full implementation and exploitation of the potential of business intelligence, it is necessary to systematically overcome the identified obstacles through investment in infrastructure, personnel training and the development of an organizational culture based on data.

Taken as a whole, the results these studies indicate that there is significant potential for improving business operations in Serbia through the application of data-driven management and business intelligence. Although certain challenges are present, trends indicate a gradual increase in the application of analytical tools and digital solutions, which can contribute to strengthening the competitiveness and sustainable development of domestic companies.

5. CONCLUSION

The modern business environment, marked by accelerated digitization and the growing amount of available data, imposes the need to transform traditional approaches to management. In this context, data-driven management and business intelligence systems stand out as key instruments for improving the quality of strategic decision-making and strengthening the company's competitive position. The results of the conducted analysis confirm that organizations that base their decisions on the systematic processing and interpretation of data achieve a higher level of efficiency, reduce

uncertainty and increase the ability to adapt to dynamic market conditions.

The results of this theoretical-analytical study indicate that data-driven management and business intelligence systems have significant potential not only in improving business performance, but also in the further development of scientific thought in the field of management and economics. In a scientific-research context, the obtained findings contribute to the systematization of existing theoretical knowledge about the role of data analytics in strategic decision-making, as well as to the understanding of the interdependence between digital transformation, organizational culture and the competitiveness of companies. A special contribution is reflected in the integration of different conceptual approaches of data-driven management, business intelligence and user relationship management, which opens up space for further interdisciplinary research, especially in the domain of quantitative measurement of the effects of BI systems on the performance of organizations.

At the same time, the results of this work have significant applicable value in practice. Companies in the Republic of Serbia can use the identified findings as a basis for improving their own management models, especially in the segments of strategic planning, market analysis and customer relationship management. Examples of companies such as Telekom Srbija, NIS, NLB Komercijalna banka, Banca Intesa and trading companies indicate that the systematic application of analytical tools contributes to increasing efficiency, optimizing resources and strengthening the competitive position. It is especially important to emphasize that the integration of BI systems and CRM concepts enables organizations to develop a deeper understanding of user needs, which is the basis for long-term sustainability and market success.

In a practical sense, the results of the work can serve as guidelines for managers to make informed decisions about investing in digital technologies, developing analytical capacities and improving the organizational structure.

They also point to the need for continuous education of employees and the development of a culture based on data, as key prerequisites for the successful implementation of a BI system.

Seen as a whole, this work confirms that the synergy between theoretical knowledge and practical application is the basis for further development of both science and modern business. It is precisely in this interconnection that the potential for creating innovative management models that will enable companies in the Republic of Serbia to successfully adapt to the challenges of the digital economy and achieve a sustainable competitive advantage lies.

This work has certain limitations that need to be taken into account. First of all, it is based on a theoretical-analytical approach and secondary data sources, without empirical verification of the results. Also, examples from practice in the Republic of Serbia have an illustrative character, which can limit the possibility of generalizing the conclusions. Further directions of research can also include the analysis of the role of organizational culture, leadership and digital competencies of employees in the process of BI system implementation, as well as the examination of the integration of business intelligence with the concepts of customer relationship management and artificial intelligence. A particularly significant research direction relates to the development of models that would enable the optimization of data use in the function of making strategic decisions and improving the competitiveness of companies.

Future research should be focused on empirical verification of the impact of data-driven management and business intelligence systems on company performance, using quantitative and qualitative methods. It is particularly important to investigate the differences between sectors and company sizes, as well as the role of organizational culture and employees' digital competencies in the successful implementation of these systems.

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DATA-DRIVEN МЕНАЏМЕНТ И ПОСЛОВНА ИНТЕЛИГЕНЦИЈА КАО ДЕТЕРМИНАНТЕ ОДРЖИВОГ РАСТА ПРЕДУЗЕЋА У РЕПУБЛИЦИ СРБИЈИ

Резиме: У условима дигиталне трансформације и све веће тржишне неизвесности, дата-дривен менаџмент и системи пословне интелигенције (BI) постали су кључни инструменти за унапређење стратешког одлучивања и обезбеђивање одрживог раста предузећа. Предмет овог рада представља анализа улоге дата-дривен менаџмента и пословне интелигенције као детерминанти одрживог раста предузећа у Републици Србији. Циљ истраживања је да се испита теоријска основа ових концепта и оцени њихов значај за конкурентност и дугорочну стабилност пословања у привреди у транзицији. Истраживање је засновано на теоријско-аналитичком приступу, укључујући преглед релевантне домаће и међународне литературе, компаративну анализу, као и методе синтезе и дедукције. Резултати указују да ефективна интеграција BI алата у менаџерске процесе побољшава квалитет доношења одлука, смањује пословни ризик и јача конкурентску позицију предузећа. С друге стране, ограничена дигитална зрелост и недовољна аналитичка култура представљају значајне изазове у српским предузећима. Закључак рада је да систематска примена дата-дривен пракси представља стратешки предуслов за одрживи раст и дугорочни економски развој.

Кључне речи: data-driven менаџмент, пословна интелигенција, одрживи раст, стратешко одлучивање, дигитална трансформација, конкурентност, предузећа у Србији