

Customer centric initiatives, business intelligence, and strategic integration: Basis for a performance improvement framework

Liu, Haibin ✉

Graduate School, Lyceum of the Philippines University – Batangas, Philippines



ISSN: 2243-7703

Online ISSN: 2243-7711

Received: 13 January 2026

Revised: 10 February 2026

Accepted: 12 February 2026

OPEN ACCESS

Available Online: 13 February 2026

DOI: 10.5861/ijrse.2026.26607

Abstract

The global digital transformation and economic instability bring urgent needs for Chinese tech companies, like those of China's Guangdong province, leading industrial cluster companies' need to view their organization's performance differently. I used Guangdong's technology sector as a place for this study and figured out how those three big parts - customer-obsessed things, business information, and making plans work together when making something that improves performance. Research takes customer orientation, customer awareness, and service value growth as elements of customer-centric initiatives, management support, goal alignment, and quality control as elements of business intelligence, strategic consensus, strategy implementation capacity, and implementation efficiency as elements of strategic integration. It is also part of the preparation of a performance improvement framework for technology enterprises in Guangdong Province. I carried out my study by means of descriptive research, collecting information with a questionnaire from 400 workers who are employed by Guangdong-based tech firms of various sizes. Use SPSS 28 to analyze the survey results, thus understand clearly the relationship of customer-centric initiatives, business intelligence, and strategic integration, and provide me with a theoretical basis for the performance improvement framework. From the result, we can know that customers recognized the success of Customer Centric Initiatives' customer orientation, customer awareness, and service value growth; the success of Business Intelligence's management support, goal alignment, and quality control; and the success of Strategic Integration's strategic consensus, strategy implementation capacity, and implementation efficacy. There were quite a bit of positive links amongst all of these. This can offer practical performance-enhancing courses to tech companies and some theoretical support to performance improvement and company change within China's tech firms.

Keywords: customer-centric initiatives, business intelligence, strategic integration, performance improvement framework, technology industry

Customer centric initiatives, business intelligence, and strategic integration: Basis for a performance improvement framework

1. Introduction

Modern businesses are constantly being made by the constant chaos of technology and economic unpredictability. Firms, in order to navigate through this treacherous landscape, must break free from the old, outdated ways and adopt new, strategic, and more tightly wound around changes in the market and customer advancements. This kind of change is especially notable inside China's tech industry, where ecosystems like Guangdong's industrial clusters have become incubators for novel ideas about simultaneously being both a success and an adaptable company. Traditional management thinking, such as focusing only on economies of scale or maximizing shareholder value, no longer suffices in today's complex environment. Global competition, rapidly changing customer demands, and new technologies like AI that process vast amounts of data have all transformed the landscape. Companies must prioritize customer-centric strategies, treat data as a vital asset, and ensure their operations align with strategic goals.

How do customer focus, data-driven financial decisions, and alignment between actions and strategy help companies change effectively? Customer-centric initiatives show that there is a shift in the organization's ethos from placing the customer at the center of value creation. It includes: Customer Orientation - Making corporate goals match customer needs. Customer Awareness- understanding customer wants and behaviors well. Service Value Growth - making customers more committed and giving them higher long-term value by constantly improving service. BI is now the tech and analysis backbone of today's data-driven firms. It requires managers to support it by choosing things based on proof, agreeing with what business intelligence shows and the company's goals, being careful when looking at how good the analysis is, so the results are right, and we can believe them.

Strategic Integration is the main process by which strategy is translated into coordinated action. It has to form a company-wide strategic agreement, generate robust strategy implementation strength, and sustain high strategic execution strength so as to preserve the firm's nimbleness and responsiveness. They get their own academic treatment, but again, they go together, so it's just like a big hole in the middle. Theory and practice mainly focused on the individual contribution of performance rather than the cumulative benefit of integration. Strategic Ambition is too detached from Customer Intelligence and Operational Execution for organizations to become truly comprehensive. In order to close this gap in the scholarly literature, this study takes a look at technology firms that are based in Guangdong, China. Using a descriptive-correlational research design and gathering responses from 400 workers, we carried out an empirical analysis on the relation among customer-centricity initiatives, business intelligence, and strategic integration. It's not just whether each thing matters, but we're finding it's much more than that. Turns out there are some cool connections between these constructs - Statistically, there is positive intercorrelation among them, so it appears that they work well together to help the organization do better.

My own major contribution is a Performance Improvement Framework, which pulls all the empirical results to form a practical model showing step by step how an organization can have its path to sustainable development through organic integration of customer focus, intelligence-usage of data, and strategy. In theory, it brings together what customers think, what information systems think, and what strategic management experts think on various topics etc., all these put together in one idea. Putting it into practice gives tech sector leaders and others a roadmap for how to make their companies stronger and build something long-lasting in an increasingly digital and customer-focused world.

Objectives of the Study - Customer-centric projects, Business Intelligence, and Strategic Integration inside tech-based organizations. It was turned into the foundation of a performance enhancement framework for tech firms in Guangdong Province, China and it tried to do this specifically by: Evaluating customer-centric programs

regarding customer focus, customer awareness, and service value improvement; Examining business intelligence from the perspective of management support, goal alignment, and quality control; Checking out strategic integration through strategic accord, strategy carrying out ability, and strategic implementation power; Testing if there are important links between customer-centered actions, strategic joining up, and business smartness; To build a base for making performance optimization systems better for parts of companies that use technology.

2. Methods

Research Design - A descriptive research design was adopted by the study so as to give an adequate and accurate interpretation of the results. Customer-Centric Initiatives, Business Intelligence, and Strategic Integration all improved organizational performance together. And they especially use a descriptive correlational way to show how they connect with each other. A non-experimental approach that can be used when it is impossible to manipulate the variables of interest, it is frequently used in psychology, education, organizational behavior, and health sciences (Chong et al., 2020). Descriptive Analysis looked at three main things: Customer-Centered Initiatives, Business Intelligence, and Strategic Integration. The correlational approach examined relations among several variables within one subject group; it captured present states and explored complicated interactions via multivariate means (Nnenna Ijeoma Okeke et al., 2024). This study explores: How they're currently used, how they relate to each other, and how they work together to improve performance. A questionnaire based on structure has been carried out regarding the customer-oriented approach, Strategic objective integration, and Business intelligence capabilities. It was carried out in different stages, which made it possible to carefully choose participants, create surveys well, and get useful results from analyzing them (Davies et al., 2023,2004).

Participants of the Study - The study interviewed a total of 400 employees across different technology corporations that were based in the tech cities - Shenzhen, Guangzhou, Dongguan, & Foshan – situated in the province of Guangdong within China. A questionnaire survey was conducted with stratified random sampling. The last sample size was decided through a reliability test to ensure the alpha error is 5% and the confidence level is 95% to ensure that the quality of the collected data is good data quality and represents the population well (Anderson & Kelley, 2024). There are six large technology enterprises with more than 1,000 employees. These six companies are Huawei Technologies Co., Ltd., BYD Company Limited. Luxshare Precision Industry Co., Ltd., OPPO Guangdong Mobile Communications Co., Ltd., Honor Terminal Co., Ltd., and Foxconn Technology Group. Not only were researchers based in Guangdong province, but they have also had access, but there were also some reasons about supply chain systems. These companies were looking at important tech sectors like comm equipment, chips, smart phones, IoT, cloud services, NEVs, batteries, electronics, precision parts, and system assembly. They were full of good industry representativeness and showed some key features, with different tech fields complete industrial chains, distinct industrial cluster benefits, strong innovation capability, fast growth speed, good benefits performance, high risk tolerance, etc. This is a sample filled with high-tech businesses that have strong representativeness among tech companies and offer concrete cases for the study. And also, being big tech businesses, when they made public statements and had a lot of ways to get info, they made sure the research numbers were all whole and right, so other people could use them to look into customer-focused projects, business smarts, and joining performance boost plans in tech companies. The human resources structures in Guangdong's tech firms were "high education, high speciality, young"; this structure led to advantages for tech creation, business smarts, strategy fitting in with things, customer-focused Initiatives, service experiences, which made it clear how good a company was at improving its results.

Data Gathering Instrument - This study employed a questionnaire survey method. After extensive review of relevant literature, the researcher designed a targeted questionnaire to achieve the research objective: "Customer-Centric Initiatives, Strategic Integration, and Business Intelligence Applications: Foundations for a Performance Enhancement Framework." The questionnaire was administered through on-site distribution and online copies via Wenjuanxing, providing respondents with multiple-choice options. Aligned with the study's objectives, predictive analysis was conducted on employees of Chinese technology companies. During the questionnaire development phase, project design was informed by literature review and expert interviews, drawing references from Nuel et al.

(2020), Asante et al. (2022), Awadhi et al. (2021), Sklyar et al. (2019), Ahmadi & Zare (2021), Chaudhry & Dhingra (2021), Hmoud et al. (2023), Upadhyay & Kumar (2020), Knezevic Cvelbar et al. (2024), Manninen & Huisuonen (2022), Jarzabkowski & Laamanen (2020), and Kitsios et al. (2020). The study conducted sample validity testing on the questionnaire to determine the scale's reliability, stability, and consistency. Cronbach's Alpha coefficient was used as the reliability metric, with SPSS 28 employed to perform reliability testing on 50 samples.

Table 1
The Reliability Test for Three Variables

Variables	No. of Items	α value	Interpretation
Customer Centric Initiatives			
Customer orientation	6	0.920	Excellent
Customer awareness	6	0.893	Good
Service value growth	6	0.888	Good
Overall	18	0.815	Good
Business Intelligence			
Management Support	6	0.939	Excellent
Goal Alignment	6	0.825	Good
Quality Control	6	0.912	Excellent
Overall	18	0.834	Good
Strategic Integration			
Strategy Consensus	6	0.852	Good
Strategy Implementation Capacity	6	0.842	Good
Strategic Implementation Power	6	0.888	Good
Overall	18	0.819	Good

Legend > 0.9 =Excellent; >0.8=Good;>0.7=Acceptable;>0.6=Questionable;>0.5=Poor;<0.5=Unacceptable

According to Table 1, the reliability test results for customer-centric initiatives, business intelligence, and strategic integration-related variables indicated that the Cronbach's alpha coefficients for all dimensions exceeded 0.8. The item reliability for measuring these variables was high, with some items achieving excellent reliability levels. All variables demonstrated strong internal consistency. This confirmed that the questionnaire effectively captured key elements of Customer Centric Initiatives, business intelligence, and strategic integration within organizations.

Data Gathering Procedure - Regarding data acquisition, this questionnaire was primarily completed online via the WenshuXing survey platform. Data collection relied on <https://www.wjx.cn/app/themehtml/wjxai.aspx>, China's earliest and currently largest online survey platform. It featured the most comprehensive range of question types, robust logic, an extensive sample database, rich statistical modules, and strict compliance. During this data collection process, we not only efficiently gathered data but also ensured its accuracy and relevance. With the assistance of partner organizations and human resources departments, the questionnaire was forwarded to target enterprises within their respective institutions. Key respondents were tracked and recorded in batches, establishing a scientific data collection and analysis process.

The foundational dataset for this study was collected over three months. The maximum target for questionnaire collection was set at 400 responses. Upon reaching this threshold, the system automatically ceased data collection, achieving a 100% completion rate. The questionnaire addressed topics including Customer Centric Initiatives, Business Intelligence, and Strategic Integration within technology enterprises. It was strategically distributed to employees, frontline managers, middle managers, and senior executives. Leveraging corporate networks and online survey platforms, the research team obtained a high-quality dataset from the target respondents. Subsequently, the collected data were imported into SPSS 28.0 software for statistical analysis. Methods including frequency statistics, percentages, ranking, and weighted averages were employed to interpret, analyze, and compare participants' survey responses, ensuring precise achievement of the research objectives.

Data Analysis - All analyses were performed using SPSS version 28, and weighted mean and rank were used to assess customer-centric initiative in terms of customer orientation, customer awareness, and service value growth; to evaluate the effectiveness of business intelligence in terms of management support, goal alignment, and quality control; and to describe strategic integration in terms of strategic consensus, strategy implementation

capability, and resource allocation. The result of the Shapiro-Wilk Test showed that p-values of all variables were less than 0.05, which meant that the data set was not normally distributed. Therefore, Spearman's rho was used as part of the non-parametric tests to determine the significant relationship.

Ethical Considerations -Ethical approval for the research was granted by the Research Center of the University of the Philippines Lyceum, thereby affirming our strict compliance with ethical guidelines throughout the study. The study adhered rigorously to ethical principles to maintain its integrity and quality. Ethical considerations were paramount throughout the study's design phases. All participants took part in the study voluntarily, having given their informed consent, which assured their complete understanding of the study's objective, procedures, and their entitlement to withdraw at any point. The research design and execution adhered strictly to ethical principles, which prioritized the protection of participants' rights, the preservation of data confidentiality, and the guarantee of scientific integrity. These foundational measures were indispensable for carrying out responsible and trustworthy investigations.

3. Results and discussion

Table 2

Summary Table of Customer-centric Initiative

Indicators	WM	VI	Rank
Customer Orientation	3.16	Agree	1.5
Customer Awareness	3.09	Agree	3
Service Value Growth	3.16	Agree	1.5
Over-all Mean	3.14	Agree	

Legend: 3.50-4.00-Strongly Agree; 2.50-3.49-Agree; 1.50-2.49-Disagree; 1.00-1.49-Strongly Disagree

Table 2 shows my evaluation of customer-centric programs from three perspectives: Customer Awareness, Service Value Growth, and Customer Orientation. It gave us an idea of how our customer-focused plan was doing. Customer Orientation's composite average is 3.16; it belongs to the "agree" category, and it takes a leading position among the three categories. Leading performance on "customer orientation" means "the organization has fairly good agreement on how to balance the long-term interests of a customer, a worker, and an owner." Development like this relies on different parties sharing values, which means that a company won't be entirely dependent on it and that some institutions will help when building an edge for the long term (Li et al., 2023). Also, this part did get better when the company could think about what customers wanted to do in their business activities, to make sure that their short-term job goals were in line with making long-term value happen by having easy choices that followed some rules.

In the same way, the composite average for Service Value Growth was 3.16, which is "agree" and is at par with the highest. The highest score in the "service value growth" dimension showed that the company achieved remarkable success in service renewal and adding value. Establishing mechanisms for promptly responding to service shortfalls and constantly striving for value creation through innovation, the firm had managed to shorten service optimization cycles and improve its market competitiveness (Chen et al., 2023) In this area there was a good result which meant that there was a developed service value management system in place so the business could keep improving their service efficiency and return on investment by making processes better and using new technology.

On the contrary, the "Customer Awareness" dimension has a composite mean of 3.09. It's still in the "Agree" area, but it was third out of these three dimensions. So this means that although the company did have some basic ways of watching markets and knowing what customers thought, trying to make their spot in the market better by using computers that could tell how people felt about things, there were still parts that needed work when it came to figuring out what customers wanted and doing something about it quickly. Especially when it came to turning market insights into actual strategies, a complete closed-loop management system had yet to take shape. Going forward, it would be necessary to reinforce the integration and analysis of client data as well as to improve the transition between insights and actions so as to enhance the overall execution efficiency of customer-centric

approaches.

The overall composite score of all these activities was 3.14, which falls under the “Agree” category, so it shows that it’s more or less a good result. It showed that the organization got mostly good comments about how well they used their customer-first plan, but there was still some space to do better with knowing customers (Stefanou et al., 2024). Customer-centric initiatives were making positive headway as a main driver for performance improvement. In the future, it will pay attention to some important aspects such as digital management, service innovation, improving and optimizing post-sales services, and strengthening customer loyalty to continue developing (Yang et al., 2023).

Table 3

Summary Table of Effectiveness of Business Intelligence

Indicators	WM	VI	Rank
Management Support	3.18	Agree	1
Goal Alignment	3.07	Agree	2
Quality Control	3.06	Agree	3
Over-all Mean	3.10	Agree	

Legend: 3.50-4.00-Strongly Agree; 2.50-3.49-Agree; 1.50-2.49-Disagree; 1.00-1.49-Strongly Disagree

Table 3 gives a summary of business intelligence (BI), analyzing it from 3 perspectives: management support, goal alignment, and quality control. These were important foundations for a full assessment of BI. The total composite average score for BI was 3.10, which falls under the category of “Agree”; thus, it can be said that BI had mostly received positive feedback. In contrast with customer-centric initiatives that have different scores on their 3 dimensions, BI’s 3 dimensions composite average is closer. There were some differences between the metrics in each dimension, but it seemed that BI did well overall, and there was still plenty of room for improvement in every area. For “Goal Alignment”, the composite average was 3.07, which falls under the category of “Agree” and ranks second. It showed positive feedback on the organization’s positive attitude towards BI deployment; BI supporting and reinforcing the company’s core values and strategy; internal and external parties collaborating well to encourage BI adoption; structured training programs implemented so that BI usage matches up with what the organization aims for; custom BI solutions provided to fit changing organizational needs (García, 2023) But still, there were big chances to get better when it came to seeing things and being part of plans.

To the contrary, “Quality Control” with a composite score of 3.06 in the “Agree” category, but still ranks the lowest among the three dimensions. It stated that the company is still having some difficulty in regards to developing data governance systems and to make sure that all its processes are standardized, especially when it comes to ensuring that its information is of good quality throughout (Schlemitz & Mezhuyev, 2024). Specifically, areas such as the enforcement of data collection standards, timely updates of data cleansing rules, and cross-system data consistency validation required further strengthening. These quality controls may have altered how much BI relied on the correct number decision and how accurate of number decisions it could have been. From now on, we will construct a whole-process management system for data quality from source to application, set up a data quality index system, and improve anomaly warning procedures to continuously enhance the credibility and practicality of BI systems. To sum up, BI was a key part of performance improvement, and it worked. In terms of future work, we hope that there will continue to be improvements in areas such as closer alignment between BI and organizational goals, better BI data quality, and process improvement, so as to improve the overall effectiveness of BI applications and enhance overall performance (Saini et al., 2022).

Table 4

Summary Table of Strategic Integration

Indicators	WM	VI	Rank
Strategic Consensus	3.11	Agree	2
Strategy Implementation Capability	3.22	Agree	1
Strategic Implementation Power	3.09	Agree	3
Over-all Mean	3.14	Agree	

Legend: 3.50-4.00-Strongly Agree; 2.50-3.49-Agree; 1.50-2.49-Disagree; 1.00-1.49-Strongly Disagree

Table 4 total composite average score for strategic integration was 3.14, which gave a summary of strategic integration after analyzing from 3 perspectives: Strategy implementation capability, Strategic consensus, and Strategic implementation power. These three aspects were important references when judging whether there was strategic integration. As regards the overall evaluation of the integration of strategy, the Strategic Execution Capability dimension had the highest composite mean score, which amounted to 3.22, and it was considered as 'Agree'. This was fine because it indicated that the company had devised a decent approach for getting things done with its plans, was better at chopping up its intentions and doing them in pieces, and collaborating with different groups. In the particular case, an organization has not merely created effective conduits to transfer its overall strategic intentions down to tasks for each part within the department. The organization did manage to guarantee the conversion of its strategic intent into tangible and quantifiable action plans by using scientific indicators and systematic management. Most striking of all was that there was such an obvious boost to the execution capability when it came to the accuracy of allocating resources, as well as the company's ability to dynamically control the strategic implementation process to continue its execution of strategic implementation in an environment full of complexities.

For the "Strategic Consensus" dimension, its average score was 3.11, agreeing and taking second place. Members of the organization have the same idea about strategic integration; it is important for fulfilling strategic goals. It works well with communicating strategies because people who need to go do things for the strategy might be motivated to try for that goal (Santos et al., 2024). At the same time, it is also conducive to involving and activating members, increasing strategic value.

On the other side, Strategic Implementation Power had a composite mean of 3.09. Still under the "agree" category, but it was low among them. It was saying that the group was still really hard-pressed to take what they were planning to do and make it into a thing that was still moving forward with the whole bunch of them. There were also some flaws in place, no connection between strategic objectives and daily operations; slow pace of corporate restructuring compared to strategic needs; poor system for correcting strategic errors (Zhang et al., 2023). If there was a lack of some implementation momentum, it might affect whether the strategic implementation could last and cause the strategic result to fade when passed on. Future improvement is to build more stronger strategic execution framework with a more effective tracking system and make the company's cooperation better, so that strategic execution can obtain more long-term institutional support. Briefly, Strategic Integration was a part of the performance improvement, which brought to better strategic agreement, improved implementation skills, and better execution power. But there was still a lot of room for improvement as far as institutional building, making strategies come alive, and making sure all those ideas fit together nicely. A company can always continue improving it, making sure the strategic plan goes through without any difficulties, thereby helping managers do their job more easily, and making them the leaders.

Table 5
Relationship Between Customer-centric Initiative and Business Intelligence

Variables	rho	p-value	Interpretation
Customer Orientation			
Management Support	.352**	< .001	Highly Significant
Goal Alignment	.631**	< .001	Highly Significant
Quality Control	.649**	< .001	Highly Significant
Customer Awareness			
Management Support	.345**	< .001	Highly Significant
Goal Alignment	.683**	< .001	Highly Significant
Quality Control	.681**	< .001	Highly Significant
Service Value Growth			
Management Support	.404**	< .001	Highly Significant
Goal Alignment	.479**	< .001	Highly Significant
Quality Control	.468**	< .001	Highly Significant

**Correlation is significant at the 0.01 level

The statistical analysis, as per Table 5, showed that there was a positive correlation between customer-centric

initiatives and business intelligence dimensions. All the measured relationships were statistically significant at the $p < 0.01$ level, and rho values showed that there were strong associations among all the constructs that were looked into. From our relationship analysis, we can see that Customer Orientation has a lot of relationships with Business Intelligence factors. Management Support is positively correlated ($\rho = 0.352$, $p < 0.01$), thus it was supportive in creating customer orientation. And even more so, goal alignment was even more aligned with $r = .631$, $p < 0.01$, meaning that when a company's goals align with something its customers can expect, the more it will align its customer-focused methods. Quality Control was positively correlated with Customer orientation and $\rho = 0.649$, $p < 0.01$, which means that only by doing a good job of maintaining the quality of products and services can we fundamentally improve our customer orientation.

And then I looked at customer awareness again, and also looked at all business intelligence elements. Management support is also strongly associated ($\rho = 0.345$, $p < 0.01$), which shows that it really matters when trying to build customer awareness. Goal alignment was way stronger ($\rho = 0.683$, $p < 0.01$), which means that strategically aligning with what people need actually made people way more aware of stuff. Quality Control stayed almost just as important ($\rho = 0.681$, $p < 0.01$), which means that making sure products are still good all the time also helped people know about a thing better. Service Value Growth was also looked into; its results were similar. Management Support had a moderate association ($\rho = 0.404$, $p < 0.01$), which further verifies its effect on improving the service value. Goal Alignment still had quite a bit of link ($r = 0.479$, $p < 0.01$), which meant that it helped service value grow when we focused on it. Quality Control is still relevant ($\rho = 0.468$, $p < 0.01$), and quality management practices do contribute to making the service more valuable.

All of these quantified results indicate that management can help the company increase improvement of customer-oriented operations greatly if they can provide more management support and also align their strategies with more and have a stronger quality assurance system. The evidence that has been shown in the real world shows how important it is for companies to have customer-related plans to get ahead of competitors in business intelligence systems. It was in line with other works by Ozigbo (2021), Wang et al. (2021). Previous studies by Sjödin et al. (2021), Hussain et al. (2022) have found that leaders provided the resources and direction for the customer to be understood and helped, thereby making the customer happier and more loyal. At the same time, Mikalef et al. (2023) and ZEHIR & UZMEZ (2024) pointed out the great significance of customer-oriented goal-setting in strategic planning. Other scholars (Lestari et al., 2025; MIRSA et al., 2022) found that strict quality controls resulted in products and services that met their customers' demands and reinforced service values. From what is known from the present data, combining leader commitment, fitting goals well, and using strict quality control methods can satisfy customers, keep people happy, and allow a company to be successful.

Table 6
Relationship Between Customer-centric Initiative and Strategic Integration

Variables	rho	p-value	Interpretation
Customer Orientation			
Strategic Consensus	.599**	< .001	Highly Significant
Strategy Implementation Capability	.324**	< .001	Highly Significant
Strategic Implementation Power	.582**	< .001	Highly Significant
Customer Awareness			
Strategic Consensus	.617**	< .001	Highly Significant
Strategy Implementation Capability	.287**	< .001	Highly Significant
Strategic Implementation Power	.581**	< .001	Highly Significant
Service Value Growth			
Strategic Consensus	.491**	< .001	Highly Significant
Strategy Implementation Capability	.316**	< .001	Highly Significant
Strategic Implementation Power	.482**	< .001	Highly Significant

**Correlation is significant at the 0.01 level

The table 6 statistical analysis is also showing some really interesting links between customer-centric activities and strategic integration numbers that show how closely they are connected, are show great links with everything we are checking for. All of the reported p-values were 0.01 level of significance, which means that these p-values

were significant. Customer-oriented analysis led to some interesting links to strategic integration parts. Strategy Consensus was correlated with ($\rho=0.599$, $p<0.01$), meaning that if we all agreed on a strategy, then customers became a lot more important. Similarly, it was related to Strategy implementation capacity ($\rho = 0.324$, $p<0.01$). And, this implies that the company's ability to make its plan happen affects its customer orientation. There was also quite a correlation here with Strategic Implementation Power ($\rho=0.582$, $p<0.01$) – so there was ongoing work on the implementation of those strategies, leading to more customer-focused action.

Customer awareness has similar trends to strategic integration elements. Strategy Consensus has a strong correlation ($\rho=0.617$, $p<0.01$). This meant that when the organizations were working from the same strategic priorities then it was a lot easier for everyone to understand what the customer wanted. Though it was less, there still was a statistically linked one between strategy implementation Capacity ($\rho=0.287$, $p<0.01$), indicating that execution ability would help turn customer knowledge into action. A substantial relationship exists between Strategic Implementation Power ($\rho=.581$, $p<.01$), which highlights how a continuous application of the strategy has improved its perception by customers as well as the organization's reaction. Service Value Growth has close relations with integration parts. There was a link between Strategy Consensus and strategy ($p=.491$, $p<.01$), so strategy did count since better service with quality and new items did matter. In the Connected to strategy implementation capacity ($\rho=0.316$, $p<0.01$). I think that this execution ability can lead to a faster realization of service value. Connection with strategic implementation power $\rho=0.482$, $p<0.01$, demonstrated that constant effort at implementation was pushing toward improvement in services and creation of value.

And these results, in combination, showed that creating strategic agreements and growing stronger in execution would make customer focus, customer awareness, and a service's value much bigger. And it's just another example of how important it is for companies to focus on their consumer and how you get those customer-centered strategies and get that embedded into your business to benefit your business. This is in line with what scholars have also said previously. Elia et al. (Elia et al., 2020; Giannoccaro et al., 2020) found that there is a need for strategic consensus to do customer centric activities well, and it gave a clear path towards implementing strategic actions which improved customers' understanding of their value and service innovations. Ketelsen et al (2025), and Hawkins et al (2025) have said that by improving their ability to implement their strategies and being able to turn their strategic ideas into something they can do, it will result in customers' information leading to changes in services. Other scholars (Pardo-Jaramillo et al, 2025; Gillani. et al, 2024) have also pointed out that it is important to keep up with a solid strategic execution capacity to sustain the customer-oriented strategy over the long term and to keep the company centered on customers needs and to form lasting relationships with customers.

So companies have to create strategic agreement mechanisms all over the place, tidy up execution systems, and strengthen backing for putting things into action. Such kind of integration made it possible for the company to get better knowledge about their customers, make people know more about them, and improve services all the time, so as to help the organization keep getting better by using good customer-centered ways.

Table 7

Relationship Between Business Intelligence and Strategic Integration

Variables	rho	p-value	Interpretation
Management Support			
Strategic Consensus	.349**	< .001	Highly Significant
Strategy Implementation Capability	.471**	< .001	Highly Significant
Strategic Implementation Power	.281**	< .001	Highly Significant
Goal Alignment			
Strategic Consensus	.614**	< .001	Highly Significant
Strategy Implementation Capability	.348**	< .001	Highly Significant
Strategic Implementation Power	.538**	< .001	Highly Significant
Quality Control			
Strategic Consensus	.640**	< .001	Highly Significant
Strategy Implementation Capability	.336**	< .001	Highly Significant
Strategic Implementation Power	.633**	< .001	Highly Significant

**Correlation is significant at the 0.01 level

Table 7 shows that there is a statistically significant correlation between BI and strategic integration according to the statistical data. As for the reported rho value, it showed strong positive correlations on every single construct measured, and the p-value was always under 0.01, which proved its statistical significance. Management Support showed strong relationships with all elements of strategic integration. According to Strategy Consensus ($\rho=0.349$, $p<0.01$), manager support really brought about better alignment. There was a link between executive commitment and consensus creation, this showed how well the organization agreed about which way they were going, this was important for BI success; and it was also related to Strategy Implementation Capacity ($\rho = 0.471$, $p<0.01$), this meant that if there were stronger management support, it would greatly boost their strategic carrying power. Likewise, its relationship with strategic implementation power, $\rho=0.281$, $p<0.01$, it is clear that the long-term manager gave a much greater strength, and that force necessary for the strategic implementation component needed the BI system.

Goal Alignment kept some relation with strategic integration parts. It is strongly related to Strategy Consensus ($\rho=0.614$, $p<0.01$). It means that, as goals align more, strategic agreement and commitment to the organization are much better. Relationship towards strategy implementation capacity ($\rho = 0.348$, $p < 0.01$). The more cohesive the goals are, the easier it is to make ideas into something that people can do. A strong relation was shown by a $\rho = 0.538$, $p < 0.01$ link to the Strategic Implementation Power, which means greater goal consistency made it much better for strategies to be carried out very forcefully and last for quite some time. Quality Control had some really real links to the strategic integration pieces. Strong connection to Strategy Consensus ($\rho=0.640$, $p<0.01$), which indicates that strict quality management really boosted strategic consensus. With quality management working better, the organization would get more confident because of better results. The relationship between Strategy Implementation Capacity ($\rho=0.336$, $p<0.01$) showed that quality control improvement was greatly increased in strategy implementation capacity. The most prominent connection was with Strategic Implementation Power ($\rho=0.633$, $p<0.01$), which shows that improving quality can have a very large increase in the determination of strategic implementation power.

From the perspective of empirical evidence, it can be seen that the business intelligence systems have strengthened the support level of the enterprise's management, matched the goal, and enhanced its quality control, leading to the fact that the enterprise achieves greater success with the improvement of the agreement on strategic decisions, the capability of implementation, and the execution force. The results were clear: BI was something companies thought was important, and it was strategically incorporated into them, which is something we already knew from the academics. When it comes to support from management, Kisielnicki & Misiak (2021), Özgen & Kaptanoğlu (2024), Raihanto et al (2023) also discovered that executive commitment was required in order for BI and strategic integration to function. They demonstrate that improved manager support helps the BI's decision support function become easier, so it becomes better to reach strategic agreements, strengthen implementation strength, and escalate execution power.

On Goal alignment, Blanco-Fernández et al (2023), Mori et al (2023) talked about how for things to go well, you have to have your goals lined up with BI goals. They found out that once the group's aim was right, they ended up wanting to go along with it a whole lot more, which made everybody easier to agree on things, helped them get a bit better at carrying out their ideas, and helped everyone complete their tasks just a little better. So, during strategic planning time is when businesses need to take it seriously and build up their BI systems as well, so that it all grows at the same time. In terms of quality control, Al Balushi, M. (2024) and Yao, Y., Zhang, L., & Sun, H. (2023) stated that there were many advantages for companies that had developed a good quality management system. They figured out that when they applied strict quality criteria and processes, it would enhance the outcome too and it made the organization feel much more assured about their strategies and how they executed them, so organizations could get stronger support from managers, better alignment with goals, and improved quality control through actual steps such as leaders committing to do something, plans on how goals fit together, and rules for making sure things are good – so they can take advantage of BI's capacity to assist in making decisions. This sort of combined approach was beneficial for strategic agreement-making, raised carrying out capacity, strengthened execution force, and achieved.

This investigation analyzed the interconnected dynamics between Customer-Centric Initiatives (CCI), Business Intelligence (BI), and Strategic Integration (SI) as drivers of organizational performance. The proposed conceptual model delineated how these elements collectively enhanced operational effectiveness and competitive advantage. As shown in Figure 1. Customer-Centric Initiatives encompassed three fundamental dimensions. Customer Orientation established organizational policies and structures that aligned with client requirements through employee behavioral guidance and systematic restructuring. Customer Awareness fostered comprehension of customer value realization mechanisms through feedback analysis and service optimization. Service Value Growth embedded a client-focused philosophy throughout service delivery systems via innovation initiatives, customization capabilities, and satisfaction enhancement protocols. Business Intelligence functionality was manifested through three core components. Management Support utilized leadership endorsement to optimize analytical tools and reinforce evidence-based decision processes. Goal Alignment maintained strategic harmony between organizational objectives, consumer expectations, and market realities to strengthen enterprise outcomes. Quality Control implemented intelligence-enabled monitoring systems to elevate service standards and operational excellence.

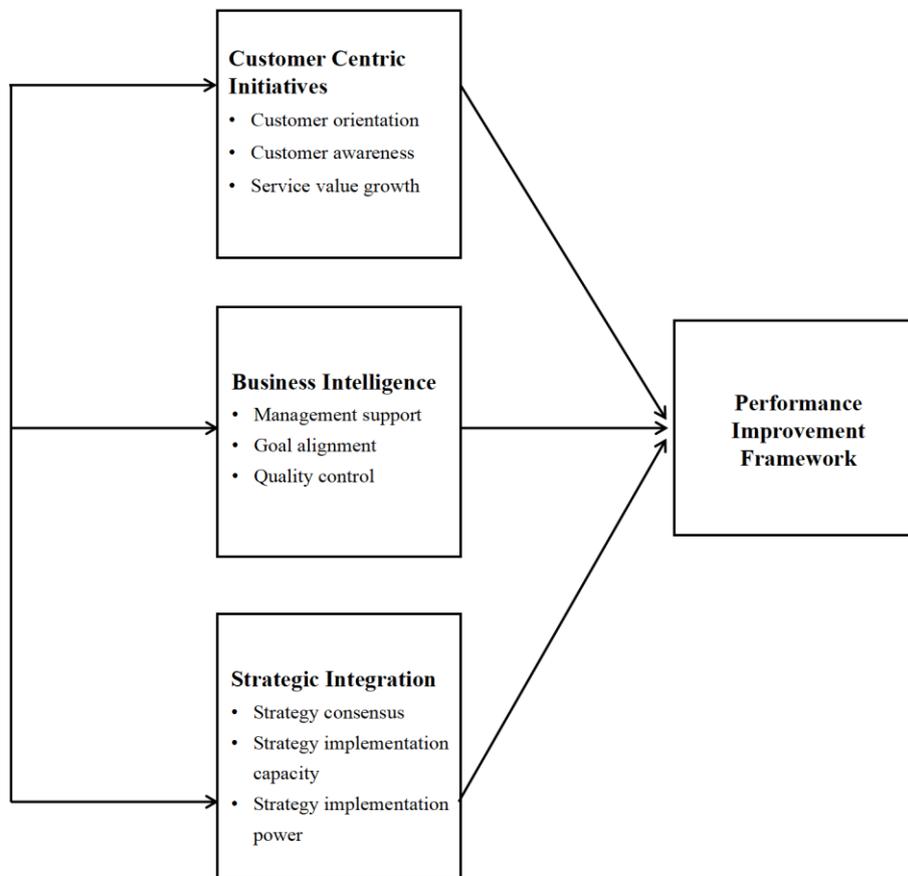


Figure 1. *Customer Centric Initiatives, Business Intelligence, And Strategic Integration to Performance Improvement Framework*

Strategic Integration operated through three critical mechanisms. Strategy Consensus established organization-wide strategic alignment across functional units to enhance operational synergy. Strategy Implementation Capacity developed execution proficiency through systematic capability development initiatives. Strategic Implementation Power applied motivational and reinforcement systems to drive employee engagement and organizational adaptability. Within this conceptual framework, dynamic interrelationships among variables collectively influenced managerial outcomes. The organizational approach emerging from CCI-BI synergy directly affected sustained performance enhancement. Concurrently, progressive advancement in CCI-BI systems enabled Strategic Integration to constructively shape ongoing performance development.

This framework presented a comprehensive methodology for organizational improvement, emphasizing the synergistic integration of CCI, BI, and SI components. Its primary objective involved creating an optimized performance management architecture to strengthen competitive positioning. Successful implementation required customized strategic planning, structured development initiatives, and disciplined execution methodologies. Persistent Strategic Integration, combined with appropriate Business Intelligence instruments, ensured effective CCI assimilation into organizational processes. Furthermore, periodic assessment and strategic modification remained imperative for responding to evolving business environments and industry-specific challenges.

4. Conclusions and recommendations

The study findings reveal that the implementation of customer-centric initiatives achieves a moderate level, with composite results for customer orientation, customer awareness, and service value growth collectively indicating consistent but intermediate organizational adoption, confirming substantial potential for further development. Business intelligence receives positive assessment across fundamental dimensions, where strong management support, substantive goal alignment, and quality control jointly establish a solid foundation for BI effectiveness. Strategic integration gains favorable recognition among organizational members, with demonstrated robustness in implementation capability supported by measurable strategic consensus and implementation power, confirming its institutional significance. Empirical verification establishes significant interrelationships among core constructs, as correlation analyses identify statistically positive associations linking all measured facets of customer-centric initiatives, business intelligence, and strategic integration, demonstrating their synergistic role in driving organizational performance. The research culminates in a performance improvement framework that synthesizes empirical evidence into a structured, actionable model for enhancing performance in technology-based enterprises. To address these findings, marketing and customer service managers should implement immediate customer feedback mechanisms that utilize business intelligence systems to convert customer data into timely service improvements. The operations team, with IT support, should establish comprehensive data governance protocols incorporating standardized validation procedures and regular quality audits. Senior leadership must ensure complete alignment between performance management systems and strategic objectives through explicit integration of KPIs with organizational goals. Management should champion integrated performance dashboards that synthesize customer, operational, and strategic data to enable dynamic resource allocation and continuous strategy optimization. The framework implementation primarily serves technology-based companies, providing a structured methodology to integrate customer focus, business intelligence, and strategic execution.

5. References

- Ahmadi, M. M., & Zare, S. (2021). Business intelligence technology in research organizations (case study of academic institutes in Tehran). *Journal of Systems Management*, 6(4), 69–101.
- Al Balushi, M. (2024). The impact of quality management systems on organizational resilience. *International Journal of Quality & Reliability Management*, 42(5), 1485–1506. <https://doi.org/10.1108/ijqrm-05-2023-0169>
- Anderson, S. F., & Kelley, K. (2024). Sample size planning for replication studies: The devil is in the design. *Psychological Methods*, 29(5), 844–867. <https://doi.org/10.1037/met0000520>
- Asante, D., Tang, C., Kwamega, M., & Asante, E. A. (2022). In pursuit of service encounter quality: Will service-oriented high-performance work systems benefit high-contact service industries? *Journal of Retailing and Consumer Services*, 68, 103037.
- Awadhi, J., Obeidat, B., & Alshurideh, M. (2021). The impact of customer service digitalization on customer satisfaction: Evidence from telecommunication industry. *International Journal of Data and Network Science*, 5(4), 815–830.
- Blanco-Fernández, D., Leitner, S., & Rausch, A. (2023). The effects of group adaptation on task performance: An agent-based approach. *PLOS ONE*, 18(8), e0290578. <https://doi.org/10.1371/journal.pone.0290578>
- Chaudhry, T. B., & Dhingra, N. (2021). Modeling the critical success factors for business intelligence

- implementation. *International Journal of Business Intelligence Research*, 12(3).
- Chen, L., Dai, Y., Ren, F., & Dong, X. (2023). Data-driven digital capabilities enable servitization strategy—From service supporting the product to service supporting the client. *Technological Forecasting and Social Change*, 197, 122901. <https://doi.org/10.1016/j.techfore.2023.122901>
- Chong, J. X. Y., Beenen, G., Gagné, M., & Dunlop, P. D. (2020). Satisfying Newcomers' Needs: The Role of Socialization Tactics and Supervisor Autonomy Support. *Journal of Business and Psychology*, 36(2), 315–331. <https://doi.org/10.1007/s10869-019-09678-z>
- Davies, H., Kolstoe, S. E., & Lockett, A. (2024). Reshaping consent so we might improve participant choice (III) – How is the research participant's understanding currently checked and how might we improve this process? *Research Ethics*, 20(3), 604–612. <https://doi.org/10.1177/17470161241235910>
- Davies, H., Munday, R., O'Reilly, M., Gilmour Hamilton, C., Ardahan, A., Kolstoe, S. E., & Gillies, K. (2023). Reshaping consent so we might improve participant choice (II) – helping people decide. *Research Ethics*, 19(4), 466–473. <https://doi.org/10.1177/17470161231176932>
- Elia, G., Polimeno, G., Solazzo, G., & Passiante, G. (2020). A multi-dimension framework for value creation through Big Data. *Industrial Marketing Management*, 90, 617–632. <https://doi.org/10.1016/j.indmarman.2020.03.015>
- García, J. M. V. (2020). Contributions from organisational collaboration to business intelligence solutions success. *International Journal of Business Information Systems*, 33(1), 103. <https://doi.org/10.1504/ijbis.2020.104806>
- Giannoccaro, I., Galesic, M., Massari, G. F., Barkoczi, D., & Carbone, G. (2020). Search behavior of individuals working in teams: A behavioral study on complex landscapes. *Journal of Business Research*, 118, 507–516. <https://doi.org/10.1016/j.jbusres.2019.10.045>
- Gillani, F., Chatha, K. A., Jajja, S. S., Cao, D., & Ma, X. (2024). Unpacking Digital Transformation: Identifying key enablers, transition stages and digital archetypes. *Technological Forecasting and Social Change*, 203, 123335. <https://doi.org/10.1016/j.techfore.2024.123335>
- Hawkins, T. G., Gravier, M. J., & Muir, W. A. (2020). The role of supplier performance evaluations in mitigating risk: Assessing evaluation processes and behaviors. *Industrial Marketing Management*, 87, 2–17. <https://doi.org/10.1016/j.indmarman.2020.03.004>
- Hmoud, H., Awwad, A., & Ahmad, N. M. (2023). Factors influencing business intelligence adoption by higher education institutions. *Journal of Open Innovation: Technology, Market, and Complexity*, 9(3), 100111.
- Hussain, M., Javed, A., Khan, S. H., & Yasir, M. (2024). Pillars of Customer Retention in the Services Sector: Understanding the Role of Relationship Marketing, Customer Satisfaction, and Customer Loyalty. *Journal of the Knowledge Economy*, 16(1), 2047–2067. <https://doi.org/10.1007/s13132-024-02060-2>
- Jarzabkowski, P., & Laamanen, T. (2020). Completing the adaptive turn: An integrative view of strategy implementation. *Academy of Management Annals*, 14(2), 969–1031.
- Ketelsen, M., Janssen, M., & Hamm, U. (2020). Consumers' response to environmentally-friendly food packaging - A systematic review. *Journal of Cleaner Production*, 254, 120123. <https://doi.org/10.1016/j.jclepro.2020.120123>
- Kisielnicki, J., & Misiak, A. M. (2021). Management Support Systems Type Business Intelligence (BI) and Factors Determining Their Implementation. In *Advances in Logistics, Operations, and Management Science* (pp. 1059–1074). IGI Global. <https://doi.org/10.4018/978-1-7998-3473-1.ch074>
- Kitsios, F., Kamariotou, M., & Michael, A. T. (2020). Corporate sustainability strategies and decision support methods: a bibliometric analysis. *Sustainability*, 12(2), 522.
- Knezevic Cvelbar, L., Grün, B., & Dolnicar, S. (2024). Do employees hold the key to environmental sustainability in tourism businesses? Empirical evidence from a field study. *Journal of Sustainable Tourism*, 32(2), 245–258.
- Lestari, D., Octavianti, S., & Suhartono, A. (2025). The impact of product quality and service quality on customer satisfaction. *International Journal Multidisciplinary Science*, 4(1), 34–44. <https://doi.org/10.56127/ijml.v4i1.1924>
- Li, W., Zhu, W., & Wang, B. (2023). The impact of creating shared value strategy on corporate sustainable

- development: From resources perspective. *Corporate Social Responsibility and Environmental Management*, 30(5), 2362–2384. <https://doi.org/10.1002/csr.2490>
- Manninen, K., & Huiskonen, J. (2022). Factors influencing the implementation of an integrated corporate sustainability and business strategy. *Journal of Cleaner Production*, 343, 130987.
- Mikalef, P., Islam, N., Parida, V., Singh, H., & Altwaijry, N. (2023). Artificial intelligence (AI) competencies for organizational performance: A B2B marketing capabilities perspective. *Journal of Business Research*, 164, 113998. <https://doi.org/10.1016/j.jbusres.2023.113998>
- Mirsa Nuria Hardimas, & Soehartatiek. (2022). Pengaruh kualitas produk dan pelayanan terhadap kepuasan pelanggan. *Akademika*, 20(2), 136–142. <https://doi.org/10.51881/jak.v20i2.23>
- Mori, R., Hanaki, N., & Kameda, T. (2023). Voluntary participation and optimism: How and when outside individual options can facilitate group collaboration. In Research Square. Springer Science and Business Media LLC. <https://doi.org/10.21203/rs.3.rs-3300738/v3>
- Nnenna Ijeoma Okeke, Olufunke Anne Alabi, Abbey Ngochindo Igwe, Onyeka Chrisanctus Ofodile, & Chikezie Paul-Mikki Ewim. (2024). AI in customer feedback integration: A data-driven framework for enhancing business strategy. *World Journal of Advanced Research and Reviews*, 24(1), 2036–2052. <https://doi.org/10.30574/wjarr.2024.24.1.3207>
- Nuel, O. I. E., Nnabufe Ezimma, K., & Pat, A. (2020). Critical success factors for SMEs performance: empirical evidence. *International Journal of Advanced Academic Research (Social and Management Sciences)*, 6(12), 1–17.
- Özgen, M., & Kaptanoğlu, R. Ö. (2024). The Impact of Business Intelligence on Business Intelligence Execution Capacity in Strategic Management: The Mediating Role of Digital Literacy. *ISCDISD 2023*, 17. <https://doi.org/10.3390/proceedings2024101017>
- Ozigbo, N. (2021). Business intelligence systems supporting sustainability on firm's decision-making processes and performance. *International Journal of Advanced Research in Statistics, Management and Finance*, 8(1), 64–75. <https://doi.org/10.48028/ijprds/ijarsmf.v8.i1.05>
- Pardo-Jaramillo, S., Lleó-de-Nalda, Á., Gómez, M. I., & Osuna Soto, I. (2025). Enhancing Corporate Sustainability Through Customer Centricity and Corporate Purpose. *Business Strategy and the Environment*, 34(4), 4853–4870. <https://doi.org/10.1002/bse.4232>
- Raihanto, M. S., Febrianti, M. A., Qurtubi, Q., Setiawan, D., & Auliana, W. (2023). Designing Business Intelligence Dashboards to Support Decision-Making in a Fishery Business. *Buletin Ilmiah Sarjana Teknik Elektro*, 5(4), 515–524. <https://doi.org/10.12928/biste.v5i4.9207>
- Saini, A., Rajesh, A., & Misra, R. (2022). Improvement in quality of BI decision-making process through data quality, information quality, BI management and motivation. *International Journal of Management and Decision Making*, 21(4), 443. <https://doi.org/10.1504/ijmdm.2022.125933>
- Santos, T., Santos, E., Sousa, M., & Oliveira, M. (2024). The Mediating Effect of Motivation between Internal Communication and Job Satisfaction. *Administrative Sciences*, 14(4), 69. <https://doi.org/10.3390/admsci14040069>
- Schlemitz, A., & Mezhujev, V. (2024). Approaches for data collection and process standardization in smart manufacturing: Systematic literature review. *Journal of Industrial Information Integration*, 38, 100578. <https://doi.org/10.1016/j.jii.2024.100578>
- Sjödin, D., Parida, V., Kohtamäki, M., & Wincent, J. (2020). An agile co-creation process for digital servitization: A micro-service innovation approach. *Journal of Business Research*, 112, 478–491. <https://doi.org/10.1016/j.jbusres.2020.01.009>
- Sklyar, A., Kowalkowski, C., Tronvoll, B., & Sörhammar, D. (2019). Organizing for digital servitization: A service ecosystem perspective. *Journal of Business Research*, 104, 450–460.
- Stefanou, C. J., Sarmaniotis, C., & Stafyla, A. (2003). CRM and customer-centric knowledge management: an empirical research. *Business Process Management Journal*, 9(5), 617–634. <https://doi.org/10.1108/14637150310496721>
- Upadhyay, P., & Kumar, A. (2020). The intermediating role of organizational culture and internal analytical knowledge between the capability of big data analytics and a firm's performance. *International Journal*
-

- of Information Management, 54, 102146.
- Wang, J., Omar, A. H., Alotaibi, F. M., Daradkeh, Y. I., & Althubiti, S. A. (2022). Business intelligence ability to enhance organizational performance and performance evaluation capabilities by improving data mining systems for competitive advantage. *Information Processing & Management*, 59(6), 103075. <https://doi.org/10.1016/j.ipm.2022.103075>
- Yang, Y., Chen, N., & Chen, H. (2023). The Digital Platform, Enterprise Digital Transformation, and Enterprise Performance of Cross-Border E-Commerce—From the Perspective of Digital Transformation and Data Elements. *Journal of Theoretical and Applied Electronic Commerce Research*, 18(2), 777–794. <https://doi.org/10.3390/jtaer18020040>
- Yao, Y., Zhang, L., & Sun, H. (2023). Enhancing project managers' strategy commitment by leader-leader exchange: The role of psychological empowerment and organizational identification. *International Journal of Project Management*, 41(3), 102465. <https://doi.org/10.1016/j.ijproman.2023.102465>
- Zehir, C., & Uzmez, A. (2024). The mediating role of strategy implementation in the relationship between customer orientation and performance. *Journal of Global Strategic Management*. <https://doi.org/10.20460/jgsm.2025.343>
- Zhang, J., Chen, Y., Li, Q., & Li, Y. (2023). A review of dynamic capabilities evolution—based on organisational routines, entrepreneurship and improvisational capabilities perspectives. *Journal of Business Research*, 168, 114214. <https://doi.org/10.1016/j.jbusres.2023.114214>

