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| Book Name: | **Information Management and Technology** |
| Manuscript Number: | **Ms\_BPR\_** **3347.2** |
| Title of the Manuscript: | **Adopting business intelligence to tackle imperfect information and gain a competitive edge in the big data era** |
| Type of the Article | **Book chapter** |

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| PART 1: Review Comments | | |
| Compulsory REVISION comments | Reviewer’s comment | Author’s Feedback *(Please correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)* |
| **Please write a few sentences regarding the importance of this manuscript for the scientific community. Why do you like (or dislike) this manuscript? A minimum of 3-4 sentences may be required for this part.** | The manuscript makes an important contribution to the scientific community by addressing the current limitations of business intelligence (BI) systems and the challenges organizations face in achieving a competitive advantage through effective information management. By exploring how managers interact with BI systems, this study highlights a key gap in the practical application of BI tools and the reliance on manual processes, which is a pressing issue in today’s data-intensive business environment. Furthermore, the manuscript’s examination of managerial competencies in BI use aligns well with ongoing discussions about the evolving role of technology in decision-making. This paper is valuable for both academic audiences and practitioners aiming to optimize information flow and enhance decision-making within organizations. |  |
| **Is the title of the article suitable?**  **(If not please suggest an alternative title)** | The title of the article appears relevant to the manuscript’s focus on business intelligence systems and digital strategies within an organizational context. It captures the central theme of improving decision-making through advanced BI systems. However, a more focused title could enhance clarity.  **Suggested title:** "Enhancing Competitive Advantage through Business Intelligence System Adoption: A Strategic Framework for Improved Decision-Making in Organizations"  This proposed revised title explicitly communicates the article's emphasis on leveraging BI systems to enhance competitive advantage and decision-making, making it more targeted for readers. |  |
| Is the abstract of the article comprehensive? Do you suggest the addition (or deletion) of some points in this section? Please write your suggestions here. | The abstract is generally comprehensive and addresses the main objectives, methodology, and findings of the study. However, it could benefit from some revisions for clarity and completeness. These revisions will make the abstract more engaging and better aligned with the study's broader contribution to business intelligence research.  Here are a few suggestions:   1. **Clarify Objective and Contribution:** Explicitly state the paper's aim in addressing gaps in managerial competence with BI systems to enhance competitive advantage, as this is central to the study. 2. **Streamline Methodology Details:** Simplify or summarize the methodology to provide essential insights without excess detail (e.g., number of participants, case study approach), focusing more on the outcomes and implications. 3. **Add Practical Implications:** Include a sentence on the practical implications of the findings for organizations, emphasizing how BI systems, if utilized correctly, contribute to informed decision-making and competitive positioning. |  |
| **Are subsections and structure of the manuscript appropriate?** | The manuscript is generally well-structured, with sections covering essential components such as the introduction, literature review, methodology, analysis, and conclusions. However, to improve the clarity and coherence, it could benefit from slight reorganization and a more standardized approach. These adjustments would further align the paper with typical scientific publishing structures, making it easier for readers to follow the research logic.  Here are a few suggestions:   1. **Reorganize Analysis and Findings**: Consolidating similar discussions and findings could strengthen readability and flow. This would avoid the need for reiterating similar themes and help maintain focus. 2. **Separate Theoretical and Conceptual Frameworks**: Presenting these sections clearly would provide a more robust foundation, allowing readers to understand the study's grounding theories and context in a structured manner. 3. **Reformat Recommendations**: Placing these in a dedicated section at the end would make practical applications and implications more accessible, particularly for practitioners looking for insights on BI system adoption. |  |
| **Please write a few sentences regarding the scientific correctness of this manuscript. Why do you think that this manuscript is scientifically robust and technically sound? A minimum of 3-4 sentences may be required for this part.** | The manuscript appears to have some limitations in scientific robustness and technical soundness. While it addresses relevant themes within business intelligence and organizational decision-making, there is a noticeable lack of depth in the theoretical grounding and in the operationalization of key concepts. Methodologically, the manuscript could be strengthened with clearer data analysis procedures and a more rigorous explanation of how findings were derived, as current descriptions may not fully support replicability. Furthermore, there are areas where empirical evidence is insufficiently.  The manuscript covers innovation only superficially, especially regarding **absorptive capacities**, which are crucial for organizations to recognize, assimilate, and apply external knowledge effectively in leveraging business intelligence for competitive advantage. Expanding on this aspect would strengthen the paper by highlighting the role of absorptive capacity in fostering organizational innovation and adaptability. |  |
| **Are the references sufficient and recent? If you have suggestions of additional references, please mention them in the review form.**  **-** | The references listed in the manuscript offer a broad foundation on business intelligence, digital transformation, and analytics, and cover relevant theoretical frameworks. However, several references are relatively dated, with a few key citations from the early 2000s. Updating these references to include more recent studies could enhance the paper's relevance, especially given the rapid evolution in business intelligence and data analytics technologies. Including recent studies on artificial intelligence applications in business intelligence, as well as current industry reports on digital transformation, would provide a more contemporary perspective and further reinforce the study's findings.  Some suggestions for additional sources:  To strengthen the manuscript's coverage of innovation frameworks and concepts, including references such as:  E Vlačić, M Dabić, T Daim, D Vlajčić, Exploring the impact of the level of absorptive capacity in technology development firms, Technological forecasting and social change 138, 166-177, 101, 2019  and  M Dabić, E Vlacic, U Ramanathan, CP Egri, Evolving Absorptive Capacity: The Mediating Role of Systematic Knowledge Management, IEEE Transactions on Engineering Management |  |
| Minor REVISION commentsIs the language/English quality of the article suitable for scholarly communications? | The manuscript's language quality is generally suitable for scholarly communication, but it could benefit from minor edits for clarity and flow. The technical terms are used correctly, and the content is presented in an organized, academic style. However, simplifying overly complex sentence structures and clarifying certain phrases would enhance readability and overall impact. Additionally, revising a few repetitive expressions and ensuring consistency in terminology (particularly for business intelligence-related terms) will improve the manuscript’s coherence. |  |
| Optional/General comments | Overall, the manuscript has a solid foundation, with opportunities for refinement to enhance clarity, depth, and practical relevance. Here are some of the summarized.  **Relevance and Contribution**: The manuscript addresses an important topic in business intelligence (BI) and decision-making, offering insights into how organizations can leverage BI systems for competitive advantage. Its focus on managerial competencies is relevant, as it addresses a key area where BI tools often fall short in practical implementation.  **Structure and Organization**: The paper is well-structured overall, covering necessary sections such as methodology, analysis, and conclusions. However, minor adjustments in section organization could improve flow, especially if recommendations and practical applications are presented more prominently at the end.  **Innovation and Absorptive Capacities**: The lens of absorptive capacities, is not fully explored. This dimension is crucial for organizations aiming to integrate BI systems effectively and drive innovation. Adding more depth in this area could strengthen the paper's value.  **Language Quality**: The language is largely appropriate for scholarly communication, though minor revisions to improve clarity and avoid redundancy would enhance readability. Attention to concise phrasing, consistent terminology, and clear sentence structure will further polish the manuscript.  **Practical Implications**: The study’s findings are practically relevant and have potential applications for industry practitioners seeking to maximize BI system utilization. Highlighting these implications more clearly could make the manuscript more impactful for readers interested in real-world applications. |  |

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| **PART 2:** | | |
|  | **Reviewer’s comment** | **Author’s comment** *(if agreed with reviewer, correct the manuscript and highlight that part in the manuscript. It is mandatory that authors should write his/her feedback here)* |
| **Are there ethical issues in this manuscript?** | *(If yes, Kindly please write down the ethical issues here in details)* |  |

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| **Reviewer Details:** | |
| Name: | **Ernest Vlacic** |
| Department, University & Country | **Italy** |