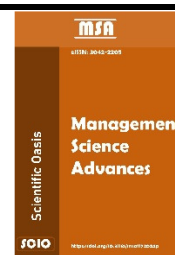




SCIENTIFIC OASIS

Management Science Advances

Journal homepage: www.msa-journal.org
eISSN: 3042-2205



Rethinking Organizational Intelligence: A Strategic Capability Framework for Achieving Business Excellence

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ARTICLE INFO

Article history:

Received 3 May 2026

Received in revised form 3 August 2026

Accepted 22 August 2026

Available online 25 August 2026

Keywords:

Organizational Intelligence; Strategic Capability; Business Excellence; Strategic Management; Decision Intelligence; Dynamic Capabilities; Organizational Learning

ABSTRACT

The concept of Organizational Intelligence has attracted growing scholarly interest as organizations seek to enhance strategic decision-making and sustain competitive advantage in dynamic and uncertain business environments. Nevertheless, the existing literature is still conceptually fragmented and lacks an integrated approach. Organizational Intelligence has often been studied in separate fields such as organizational learning, knowledge management, business intelligence, and artificial intelligence. This paper addresses that gap by framing Organizational Intelligence as a higher-order strategic capability that combines these complementary viewpoints. This research project integrates the Resource-Based View, Dynamic Capabilities Theory, Knowledge-Based View, Organizational Learning Theory, Systems Theory, and Decision Intelligence through a conceptual research design based on an integrative literature review and theory synthesis. Using this approach, the paper builds the Organizational Intelligence Strategic Capability Framework (OISCF). The framework presents Organizational Intelligence as a multidimensional capacity comprising Strategic Intelligence, Knowledge Intelligence, Analytical Intelligence, Learning Intelligence, Adaptive Intelligence, and Collaborative Intelligence, and it links organizational antecedents with strategic capabilities and business excellence. Furthermore, this study offers a new definition of Organizational Intelligence, discusses the main principles, conceptual boundaries, antecedents of the construct, and organizational outcomes of Organizational Intelligence, and presents a set of theoretical propositions that can guide future research in this field. The study contributes to strategic management theory by integrating fragmented lines of research into a consistent model while providing managers with a practical basis for enhancing adaptability, decision quality, innovation, resilience, and long-term business excellence.

1. Introduction

Organizations have to operate in a world where there are rapid changes in technology, a complex digital environment, unstable world politics, fluctuating consumer demands, and increased

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<https://doi.org/10.31181/msa41202757>

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competition. Under these conditions, sustainable success cannot be achieved merely by securing valuable resources or cutting-edge technologies. Organizations should also be in a position to interpret complex information, synthesize knowledge in different fields, anticipate environmental change, and make informed strategic decisions. Although certain advances have been achieved in related disciplines, Organizational Intelligence (OI) remains a poorly understood and fragmented concept in the management and strategic literature. This section describes the rationale behind this research, the major research gap, the objectives of this paper, and the theoretical and managerial contributions.

1.1 Background

The modern business environment has been radically changed over the past two decades. The changes in digital transformation, artificial intelligence, big data analytics, and interconnected global markets have radically changed the way organizations generate, process, and exploit information. Meanwhile, technological disruption, instability in the supply chain, pressure on sustainability, regulatory complexity, and changing stakeholder expectations present organizations with levels of uncertainty previously unseen [1,2]. Such developments have undermined the conventional methods of strategic planning where the competitive environment and organizational routine were relatively constant. Rather, companies are more likely to need to identify emerging opportunities, quickly adjust their capacities, and constantly refresh their strategic resources to remain competitive in the long run [3,4].

With the fast pace of digital transformation, there has been a proliferation of information and a relative shortage of actionable organizational knowledge. Organizations can gather large amounts of structured and unstructured data, but many cannot connect dispersed information with strategic action. The information gap has shifted to the capability of organizations to integrate and analyze different fields of knowledge, connect different operational domains, and support evidence-based decision-making under ambiguous conditions. The emphasis has shifted from technological infrastructure to organizational capabilities for learning, interpretation, integration, and strategic flexibility.

This has become a more topical discussion due to artificial intelligence. The present AI systems expand analytical capacity, automate repetitive decisions, and generate predictive insights. AI alone cannot achieve sound strategic judgment. These systems provide recommendations, and organizations still have to interpret context, juggle competing priorities, manage uncertainty, and align decisions with long-term strategic objectives. Organizational intelligence and technological intelligence must, then, be seen as complementary rather than interchangeable capabilities. Companies that integrate human expertise, institutional knowledge, analytical technologies, and strategic governance are more likely to sustain organizational effectiveness than firms that rely only on technological solutions [5,6].

Sustainable competitive advantage has come to be seen in terms of organizational capabilities that facilitate continuous adaptation, as opposed to accumulation of resources, in strategic management scholarship. Resource-Based View, Knowledge-Based View, Dynamic Capabilities Theory and Organizational Learning Theory all suggest that a high level of performance in the organization is a result of the capability of integrating resources, creating knowledge, renewing competencies and responding to environmental change effectively. Regardless of these theoretical developments, Organizational Intelligence has been frequently studied as a standalone phenomenon, linked to knowledge management, business intelligence, organizational learning, or

collective intelligence, without much incorporation into a broader strategic capabilities view. This disjointed treatment has restricted the development of theory as well as managerial practice.

Business excellence provides an appropriate context in which to redefine Organizational Intelligence. Excellence is also coming to be seen as a dynamic organizational capacity that consists of continued high performance, innovation, adaptability, stakeholder value creation, and continuous improvement instead of simply the accomplishment of short-term operational efficiency. The pursuit of excellence makes it essential to align strategic vision, organizational learning, analytical thinking, collaborative knowledge building, and adaptive decision-making within a coherent organizational framework. All these functions combined position Organizational Intelligence as a higher-order strategic capability that coordinates the organizational processes needed to sustain business excellence over the long term as opposed to being an isolated managerial function.

The more recent developments in strategic management reinforce this view by focusing on the entire gamut of organizational capabilities. These help with perceiving changes in the environment, seizing emerging opportunities, and shifting organizational resources to tackle relentless disruptions [7,8]. Organizational Intelligence could thus be reframed as an integrative ability that incorporates strategic thought, knowledge synthesis, analytical reasoning, organizational learning, adaptive responsiveness and collaborative decision-making within a coherent system. This construct supports an organization's sustainable performance. This view extends current models by going beyond the sphere of information processing to a broader understanding of intelligence as an organizational capability embedded in strategic management processes.

This paper has suggested that the changing nature of modern organizations demands a new conceptualization of Organizational Intelligence. Instead of thinking of intelligence as a product of technology adoption or knowledge management practices, the study places Organizational Intelligence as a greater-order strategic capability that allows an organization to turn information, knowledge, and learning into a coordinated strategic action. Drawing on better-known strategic management concepts and combining current trends in decision intelligence, digital transformation, and business excellence, the paper will create an extensive conceptual framework that could contribute to the further evolution of the theory and practice of management.

1.2 Research Problem

Organizations now have greater access than ever to data, advanced analytics, and artificial intelligence, but most still have difficulty in converting information into effective strategic decisions and long-term organizational performance. Yet organizational capacity has not advanced as quickly as technological capability to perceive complex information, synthesize knowledge, coordinate expertise, and respond strategically to environmental change. This imbalance has created an information and quality of decision gap between the availability of information and the quality of decisions in an organization.

The current literature provides useful information based on organizational learning, knowledge management, business intelligence, dynamic capabilities, and decision intelligence. These views have, however, mostly diverged in tandem, both highlighting a particular component of organizational capability. Consequently, the literature does not present a coherent view that details the interaction of these complementary capabilities to form a higher-order strategic capability that can be used to promote long-term business excellence.

The lack of conceptual integration has also constrained managerial application. Some businesses invest heavily in computing and analytical systems but fail to build the organizational processes, leadership capacity, and learning systems needed to turn information into strategic value. As a result,

many of these efforts focus on improving operational efficiency without significantly enhancing strategic flexibility and corporate resilience.

This limitation is addressed in this paper by describing Organizational Intelligence as a higher-order strategic capability that encompasses knowledge, analytical reasoning, organizational learning, collaboration, and adaptive decision-making in an integrated form. This research aims to provide a better theoretical foundation by repositioning Organizational Intelligence from a fragmented to an integrated strategic capability to explain how organizations achieve and sustain business excellence within a complex business environment.

1.3 Research Gap

Though there has been an increase in interest in the field of Organizational intelligence, the literature is rather conceptually scattered. Current research has mainly explored intelligence based on personal views of organizational learning, knowledge management, business intelligence, competitive intelligence, or artificial intelligence. Although these streams have served to deepen insights into organizational capabilities, this has hardly been incorporated into a logical strategic management framework.

The second constraint is related to the theoretical situating of Organizational Intelligence. The majority of the literature defines it as an organizational quality or information-processing power and not a higher-order strategic capability that enables organizations to sense changes in the environment, synthesize knowledge, make strategic decisions, and constantly adapt to dynamic environments. Such a limited view constrains its explanatory value when it comes to long-term organizational performance.

Lastly, little effort has been made to discuss how Organizational Intelligence is relevant to business excellence. Though past studies have associated the intelligence-related capabilities with innovation, performance, and organizational effectiveness, a coherent structure that intertwines these relations has not been developed.

In order to fill these gaps, this paper proposes a Strategic Capability Framework, which reveals a reconceptualization of Organizational Intelligence as a higher-order capability that unifies strategic, analytical, knowledge, learning, adaptive, and collaborative aspects. The conceptual novelty of the framework lies in this integration: rather than treating these capabilities as parallel or independent organizational resources, the OISCF conceptualizes them as interrelated dimensions of a higher-order capability through which organizations can interpret information, mobilize knowledge, learn, adapt, and coordinate strategic action. The proposed framework provides a cohesive theoretical point of view and forms a basis upon which future empirical studies on Organizational Intelligence and business excellence can be based.

1.4 Research Objectives

Based on the research gaps identified, this paper aims at contributing to the theoretical knowledge of Organizational Intelligence in strategic management. Instead of presenting Organizational Intelligence as a limited organizational process, the paper presents it as a more strategic level of capability that is able to sustain business excellence.

The particular aims are to:

- i. Revisit the notion of Organizational Intelligence from a strategic management perspective.
- ii. Develop a comprehensive conceptual definition and establish its conceptual boundaries.

- iii. Integrate relevant strategic management theories within a unified Organizational Intelligence framework.
- iv. Suggest the Organizational Intelligence Strategic Capability Framework (OISCF) as an original conceptual model.
- v. Develop theoretical propositions linking Organizational Intelligence and business excellence.
- vi. Identify managerial implications and propose a future research agenda for empirical validation.

1.5 Theoretical and Practical Contributions

The strategic significance of this paper is in its redefinition of Organizational Intelligence as a higher-order strategic capability, instead of viewing it as a discrete knowledge or information-processing capability. It incorporates the knowledge of the Resource-Based View, Dynamic Capabilities Theory, the Knowledge-Based View, the Organizational Learning Theory, the Systems Theory, and Decision Intelligence into one conceptual framework. Thus, the research solves the disjointed approach to Organizational Intelligence and offers a more solid theoretical basis to explain how business excellence can be ensured in organizations.

In management terms, the given framework provides an organized means of building Organizational Intelligence based on the synthesis of strategic thought, knowledge management, analytical power, organizational learning, cooperation, and decision-making that is dynamic. It further offers a basis that future empirical studies can build on in that it puts forward testable theoretical propositions and priority directions that can be used to validate and refine the framework across various organizations.

1.6 Organization of the Paper

The rest of this paper is structured in the following manner. Section 2 critically evaluates the literature on Organizational Intelligence and related concepts, conceptual inconsistencies in the literature, and effectively defines the gap in the research. Section 3 describes the research methodology that will be used to develop the proposed conceptual framework. Section 4 gives the theoretical underpinnings with the integration of the key strategic management views that have undergirded Organizational Intelligence. Section 5 reconceptualizes Organizational Intelligence by proposing a new definition, defines the main features of this concept, states its major principles, and demarcates its conceptual limits, antecedents, and organizational consequences. In Section 6, the OISCF is proposed, and its theoretical architecture is described. Section 7 examines the core dimensions of Organizational Intelligence, and Section 8 formulates the theoretical propositions based on the proposed framework. Section 9 discusses managerial implications of the study, and Section 10 provides directions for future research. Lastly, Section 11 wraps up by concluding the main contributions of the study, its limitations, as well as its implications for strategic management theory and practice.

2. Literature Review

The rising trend among scholars has been to focus on organizational intelligence, with organizations aiming to be more responsive to complex and rapidly changing business environments. Although it is increasingly relevant, the notion is still conceptually distributed as it has developed through several branches of research such as organizational learning, knowledge management, business intelligence, competitive intelligence, decision intelligence and artificial intelligence. All

these views offer valuable insights into what is meant by organizational capability, but none of them is enough in its own right to offer a complete picture of how organizations combine knowledge, analytical skills, learning and strategic decision-making to maintain high levels of performance [1,9,11].

This theoretical heterogeneity has led to inconsistent definitions, redundant terminology, and poor theoretical assimilation. Organizational Intelligence is, therefore, mostly considered as a set of discrete abilities and not as a strategic organizational ability that helps firms to perceive changes in the environment, process complex information, organize organizational knowledge, and constantly readjust to uncertainty [2,10]. Resolving these conceptual inconsistencies is essential to the further development of theory and management practice.

Based on this, the present section critically synthesizes the current literature by delineating the concept of Organizational Intelligence and its relation to other similar concepts, the theoretical development of the concept, the key areas of convergence and divergence, and conceptual gaps that lead to the development of the OISCF.

2.1 Organizational Intelligence and Related Concepts

To have a clear concept of Organizational Intelligence, it is necessary to make a distinction between it and a number of closely related concepts that have evolved in various fields of management research. Though these concepts have similar goals, including the optimization of knowledge in organizations, the quality of the decisions made, and the ability to enhance the performance of organizations, they have significant differences due to their main focus, theoretical background, and strategic aim. The inability to differentiate these ideas has helped create ongoing confusion in the literature on Organizational Intelligence and has limited the generation of a consistent theoretical framework [9,10].

The next comparison highlights the key features of these similar notions and explains why Organizational Intelligence should be perceived as the integrative strategic capability, instead of another information-processing or knowledge management task.

As shown in Table 1, Organizational Intelligence is broader than any of the capabilities discussed in the existing body of knowledge. Organizational learning facilitates knowledge creation, knowledge management organizes organizational knowledge, business intelligence turns data into actionable insights, competitive intelligence strengthens environmental awareness, decision intelligence improves decision quality, and artificial intelligence expands analytical capacity [1]. Organizational Intelligence integrates these complementary capabilities into a single strategic capability that empowers organizations to operate in an intricate environment and attain sustained business excellence. This integrative perspective positions Organizational Intelligence as a higher-order capability that connects otherwise distinct organizational functions within a coherent strategic system [10]. This integrative approach provides the basis for the framework in this paper.

Although Organizational Intelligence incorporates learning and knowledge-related capabilities, it remains conceptually distinct from organizational learning capability and absorptive capacity. Organizational learning capability primarily concerns an organization's capacity to facilitate and sustain learning processes, whereas absorptive capacity focuses on acquiring, assimilating, transforming, and exploiting external knowledge. Organizational Intelligence extends beyond these specific capabilities by connecting learning and knowledge processes with strategic thinking, analytical interpretation, collaboration, and organizational adaptation within a unified strategic capability. This distinction positions Organizational Intelligence as an integrative higher-order

capability that coordinates complementary capabilities rather than substituting for any single learning or knowledge-based capability [1].

Table 1

Differentiating between Organizational Intelligence and related concepts

Concept	Primary focus	Strategic role	Relationship to Organizational Intelligence
Organizational Learning	Creating, acquiring, and transferring organizational knowledge	Supports continuous learning and organizational adaptation	Represents one foundational dimension of Organizational Intelligence
Knowledge Management	Capturing, organizing, sharing, and utilizing knowledge	Improves organizational knowledge assets	Provides the knowledge infrastructure supporting Organizational Intelligence
Business Intelligence	Collecting, processing, and analyzing business data	Supports operational and tactical decision-making	Supplies analytical information for Organizational Intelligence
Competitive Intelligence	Monitoring competitors and the external environment	Enhances strategic awareness and competitive positioning	Contributes external strategic insights to Organizational Intelligence
Decision Intelligence	Integrating analytics, decision science, and managerial judgment	Improves strategic and operational decision quality	Strengthens the decision-making dimension of Organizational Intelligence
Artificial Intelligence	Data-driven prediction, automation, and intelligent systems	Enhances analytical efficiency and automation	Functions as a technological enabler rather than Organizational Intelligence itself
Organizational Intelligence	Integrating knowledge, learning, analytics, strategic thinking, collaboration, and adaptation	Develops sustainable strategic capabilities that support business excellence	A higher-order organizational capability integrating multiple complementary capabilities

2.2 Historical Evolution of Organizational Intelligence

The concept of Organizational Intelligence has progressed over the past several decades in concert with the changing structures of organizations and advancements in the science and theory of management. Early research viewed organizations as information-processing systems. This perspective attempts to understand how organizations collect, transmit, and interpret information to support managerial decision-making under uncertainty [12,13]. In this view, intelligence was associated with the reduction of uncertainty in the information flow, as opposed to the design of a strategic capability at the enterprise level.

As knowledge became recognized as a prime resource of an organization, attention in the realm of learning, knowledge creation, and organizational adaptation was renewed. The development of Organizational Learning Theory and the Knowledge-Based View extended the notion of intelligence beyond the realm of information processing, because it concerned learning and the integration of knowledge to develop the organizational capabilities that would allow any organization to be competitive for the foreseeable future [14-17]. This was a radical shift in thinking, because intelligence was perceived to be a process that was fluid within the organization, as opposed to a large reservoir of knowledge that was rigid and unchanging.

Organizational Intelligence was broadened as a result of the rapid adoption of digital technologies. Business intelligence systems, combined with advanced analytics and artificial intelligence, significantly increased the ability of organizations to form insights from the vast stores of data. Although the greater analytic capability that was brought about by these technologies was evident, it was also the case that the presence of advanced technology would not, of itself, ensure that effective strategic choices would be made. There was a significant disparity among the organizations in their ability to comprehend the outcomes of analytic work, combine advanced technology with human capability, and transform the insights into well-defined strategic actions [6,8,18].

Recent advances in strategic management highlight the importance of firm-level organizational capabilities that allow the firm to detect changes in the market, identify and capitalize on opportunities, and proactively adapt the firm's resources to address challenges [1,2]. These advances suggest that Organizational Intelligence is much more than a specific management function or technology. Fundamentally, it is a unifying capability that integrates strategic thinking, knowledge integration, organizational learning, analytical reasoning, teamwork, and adaptive decision-making to support long-term organizational performance.

Nevertheless, in spite of this theoretical transformation, the literature has yet to agree upon a more comprehensive framework that can be used to combine these two supplementary perspectives. Current literature still focuses on examining the different aspects of Organizational Intelligence in isolation, and there is little knowledge about the combination of these aspects to bring about business excellence. This theoretical discontinuity lays the groundwork to rethink the concept of Organizational Intelligence as a higher-level strategic capability, which is the main aim of the current research.

2.3 Theoretical Perspectives on Organizational Intelligence

Organizational Intelligence is multidisciplinary, and in this respect, it has had numerous theoretical interpretations. Each has focused on various mechanisms through which an organization can acquire, process, and apply knowledge. Instead of being opposing accounts, these views are all able to demonstrate the multifaceted nature of Organizational Intelligence and to show that a more comprehensive conceptualization is necessary.

In the organizational sense of learning, intelligence is manifested in the ability of an organization to gain experience, create new knowledge, as well as change routines as a result of changes in the environment. Learning helps organizations to keep constantly enhancing their endowments and keep pace with the competitive environment that is ever-changing and, as a result, learning is an indispensable part of organizational development [14,15].

The Knowledge-Based View builds on this view in placing knowledge as the most valuable strategic resource to the firm. Organizational Intelligence, however, depends not only on knowledge acquisition but also on integrating dispersed expertise, sharing the knowledge, and converting individual knowledge into organizational capability [16,17].

Information-processing and business intelligence schools of thought highlight how information systems, data analytics, and technological infrastructure are involved in underpinning managerial decision-making. These methods complement the analytical potential of the organization but are mainly geared towards the creation of insights with data as opposed to elucidating the strategic integration of those insights in the long-term capability building [18,19].

Recent developments in decision intelligence and artificial intelligence have added to the discussion by integrating analytical models, machine learning, and managerial judgment to enhance strategic decisions. Although these technologies significantly improve analytical performance, it

remains that their performance is subject to organizational capabilities that control the integration of knowledge, strategic interpretation, and adaptive decision-making. Technological intelligence should therefore be considered as an enabling element of Organizational Intelligence rather than as a substitute for it [6,8].

Combined, these points of view prove that Organizational Intelligence cannot be sufficiently described by using one theoretical approach. The existing studies have contributed greatly to the understanding of particular aspects of the organizational capability, but they are still scattered across disciplinary lines. Within the paper, it is claimed that Organizational Intelligence should be viewed as a strategic capability that is higher-order and involves a combination of learning, knowledge, analytics, collaboration, and strategic decision-making into a coherent organizational system that can perpetuate its business excellence.

2.4 Organizational Intelligence as a Strategic Capability

It is possible that in the recent developments of strategic management, people have started focusing on organizational capabilities as the main origin of sustained competitive advantage instead of organizational resources. Although valuable resources are still imperative, organizations are more and more distinguished by their capability to assimilate knowledge, adapt to environmental change, and revive their competences. This view offers a proper basis for re-conceptualizing Organizational Intelligence as a strategic capacity as opposed to a discrete organizational capacity [1,2].

Contrary to business intelligence systems or knowledge management practices, Organizational Intelligence does not only entail the acquisition of information and storage of knowledge. It is a manifestation of the overall ability of an organization to have a sense of shifts in its internal and external environment, process multifaceted information, coordinate organizational knowledge, and translate knowledge into beneficial strategic action. As a result, Organizational Intelligence is integrated into organizational processes, managerial routines, and decision-making processes that are developed through time [1,16,20].

The strategic ability perspective of Organizational Intelligence can also help to emphasize the dynamic nature of this concept. It is a continuous learning process based on experience, the ability to adjust to different market conditions, the ability to combine new technologies, and reorganization of organizational resources that helps intelligent organizations remain operational in uncertain situations. These attributes are very much related to the concept of dynamic capabilities, wherein long-term success is determined by the ability to sense opportunities, seize them through strategic decisions, and convert them into organizational capabilities in response to a changing environment [1,2].

This perspective draws a distinction between Organizational Intelligence and other approaches that are technology-focused. Artificial intelligence, business analytics, and digital systems do not, by themselves, provide organizational intelligence. Their strategic value is based on leadership, organizational learning, knowledge integration, collaborative decision-making, and adaptive governance. Organizational Intelligence can be defined as the organizational ability to combine these complementary components to create a coherent strategic system that can support sustained value creation [6,8].

In this regard, the present study claims that Organizational Intelligence cannot be perceived as an instance of a managerial practice, but as a superior-level strategic ability that incorporates a range of organizational competencies. This reconceptualization gives the theoretical foundation of the OISCF that is elaborated in the following sections.

2.5 Critical Literature Synthesis and Research Gap

Literature shows that there is a general concurrence that the acquisition, interpretation, and application of knowledge in response to environmental change is an increasingly essential factor in organizational success. The literature on organizational learning, knowledge management, business intelligence, decision intelligence, and dynamic capabilities has contributed a lot to building the knowledge of these processes. However, these research streams have been able to develop in large part separately, generating disjointed accounts of Organizational Intelligence and restricting theoretical synthesis [1,14,16].

The second limitation is related to the conceptual positioning of Organizational Intelligence. The available literature often terms it as a product of knowledge management, a continuation of organizational learning, or a derivative of technological capability. These views describe the individual elements of intelligence, but they offer little information on how these elements work together to produce the entire strategic capability to aid long-term organizational performance [6,8,19].

The interaction of Organizational Intelligence and business excellence is also not well developed. Whereas past research has linked intelligence-related abilities to innovation, organizational performance, and competitive advantage, few of the studies have presented a unified model elucidating the processes by which Organizational Intelligence leads to business excellence over time. This causes the theoretical limits of the construct to be ambiguous, and its strategic position has not been well determined [1,2,20].

In an attempt to overcome these constraints, this research has redefined Organizational Intelligence as a higher-order strategic capability that includes strategic thinking, integration of knowledge, organizational learning, analytical capability, collaboration, and adaptive decision-making. Building on this view, the paper constructs the OISCF that offers a logical theoretical basis for explaining how Organizational Intelligence can clarify how organizations can achieve and sustain business excellence. The next section identifies the theoretical foundations of the proposed framework.

3. Methodology

In order to establish a theory-grounded framework of Organizational Intelligence as a strategic capability to achieve business excellence, this research adopts a conceptual methodology to support the development of the concept. Instead of testing a set of predefined hypotheses using primary data, the study synthesizes established theories and current literature to create a new conceptual framework. The approach is appropriate for theory building as it integrates fragmented knowledge, clarifies conceptual boundaries, and generates theoretical understanding about the emerging management constructs. The process emphasizes transparency, analytical rigor, and systematic theory development so that the proposed framework remains grounded in existing literature.

3.1 Research Philosophy

The research philosophy is an interpretivist research philosophy, which explains the organizational phenomena as socially constructed and context-dependent. In this sense, Organizational Intelligence cannot be entirely explained using independent variables or technological capabilities in isolation but rather as the product of integrated organizational knowledge, learning, leadership, decision-making, and strategic adaptation. The aim of this study is therefore to explain and synthesize different theoretical opinions to come up with a single conceptual explanation of Organizational Intelligence in strategic management [21].

3.2 Research Design

This study follows a conceptual, theory-building design based on an integrative literature review. Contrary to the conventional type of narrative review, which provides a summary of prior research, an integrative review critically analyzes, compares, and synthesizes different theoretical perceptions in order to form new conceptual relationships [22]. The design is especially appropriate since Organizational Intelligence has developed in various fields of research, which has brought about conceptual discontinuity. The research thus aims at establishing a shared theoretical basis, eliminating conceptual gaps, and establishing a combined strategic capability framework.

3.3 Literature Search Strategy

A systematic search of internationally established academic databases, such as Google Scholar, Scopus, and Web of Science, was conducted to support the literature review. Additional searches were conducted through major academic publisher platforms to provide broader coverage of the related management and organizational literature.

Search terms combined the following concepts: Organizational Intelligence, Strategic Capability, Business Excellence, Dynamic Capabilities, Knowledge-Based View, Organizational Learning, Business Intelligence, Decision Intelligence, Artificial Intelligence, and Strategic Management. Studies were included when they (1) were peer-reviewed journal articles or established scholarly books, (2) addressed Organizational Intelligence or closely related theoretical domains, (3) provided a clear conceptual, theoretical, or empirical contribution relevant to organizational capabilities or strategic management, and (4) contained sufficient information to support conceptual interpretation. Studies were excluded when they were conference papers, non-peer-reviewed publications, duplicates, or lacked a substantive theoretical or conceptual connection to the objectives of the study.

Recent theoretical advancements were accounted for by prioritizing peer-reviewed journal articles published from 2015 to 2026. Seminal studies published before 2015 were retained when they provided foundational theoretical contributions directly relevant to the development of Organizational Intelligence or the proposed framework. Following the relevance assessment, 34 scholarly sources were retained for the final conceptual synthesis and framework development.

3.4 Literature Analysis

The literature selected for this research was analyzed using thematic synthesis and theory integration. The first step involved classifying the studies according to their theoretical focus and their contribution to Organizational Intelligence. Related concepts, relationships, and organizational capabilities were then traced and compared across the different research streams.

The discussion was then narrowed down into conceptual areas of convergence and divergence to detect gaps in theoretical issues. This cyclical approach allowed the incorporation of complementary views of strategic management, organizational learning, knowledge management, decision intelligence, and business analytics and, finally, offered the intellectual background to the proposed framework.

3.5 Framework Development Process

The OISCF has been created by a systematic theory-building process that entailed five consecutive steps. To begin with, the literature on the topic of interest was reviewed in order to determine the key concepts relating to Organizational Intelligence. Second, related theoretical perspectives were critically compared to identify complementary and overlapping contributions. Third, the most viable constructs were incorporated into one conceptual structure and backed by proven strategic

management theories. Fourth, these core dimensions of Organizational Intelligence were identified and put into an internally consistent framework. Lastly, theoretical propositions were developed on how to explain the relationship between Organizational Intelligence and business excellence and to provide a basis for future empirical validation.

The research process is concisely outlined before the framework is presented, explaining why the proposed model was systematically formulated based on the literature and not based on select theoretical assumptions. Table 2 reveals that the proposed framework was not established by following any particular theoretical approach but emerged from a systematic literature synthesis and the integration of theoretical perspectives. This process improves research transparency and strengthens the credibility of its conceptual contribution.

Table 2

Process of developing the conceptual framework

Stage	Description	Outcome
Literature Identification	Identification of relevant conceptual and theoretical studies	Comprehensive knowledge base
Critical Literature Synthesis	Comparison of major research streams and conceptual perspectives	Identification of theoretical gaps
Theory Integration	Integration of complementary strategic management theories	Unified theoretical foundation
Framework Development	Development of Organizational Intelligence dimensions and relationships	Organizational Intelligence Strategic Capability Framework
Proposition Development	Formulation of theoretical propositions and research agenda	Foundation for future empirical research

3.6 Research Quality and Conceptual Rigor

Consistency, clarity, and integrity of arguments made are the main factors that determine the quality of conceptual research. In order to enhance conceptual rigor, the study combines established strategic management theories with recent scholarship on Organizational Intelligence. This ensures that every component of the proposed model has a theoretical foundation. Transparency was supported by a systematic literature search, defined inclusion criteria, and a well-documented framework-development process.

Combining foundational theory with recent scholarship also enhances the credibility of the study and preserves theoretical depth and contemporary relevance. The research does not introduce an entirely new construct; instead, it reframes Organizational Intelligence by integrating fragmented knowledge into an integrated strategic capability framework. The conceptual contribution of the study lies in synthesizing insights from diverse streams of literature and integrating them into a coherent higher-order strategic capability perspective. Accordingly, the OISCF brings together strategic, knowledge, analytical, learning, adaptive, and collaborative dimensions within a unified framework for explaining how Organizational Intelligence can contribute to business excellence. This integration enhances the explanatory power and practical relevance of the model and offers a sound basis for future empirical investigation.

4. Theoretical Foundations

In this section, the rationale for the suggested OISCF is presented. Owing to the multidimensional characteristic of Organizational Intelligence, the complexity of this construct cannot be encapsulated using a single theory.

Rather, the framework developed in this paper is based on numerous theories that in aggregate describe how organizations can acquire strategic assets, generate and assimilate intelligence, adapt to changes in the external environment, systematize internal operations, and improve the quality of their decisions. Together, these perspectives provide a sound basis on which Organizational Intelligence can be viewed as a higher-order strategic capacity that enables business excellence.

4.1 Resource-Based View

The Resource-Based View, which links high organizational performance to resources that are valuable, rare, difficult to imitate, and embedded in the organization, is one of the most influential accounts of sustained competitive advantage [20]. The original formulation placed considerable emphasis on the tangible and intangible resources, but subsequent research has placed particular emphasis on knowledge, organizational capabilities, and managerial skills as strategic resources which cannot be easily replicated by rivals [25,26].

Under this school of thought, Organizational Intelligence is more than a collection of organizational knowledge or technology. It captures the ability of an organization to harness scattered knowledge, mobilize skills, and convert information into strategic action, which generates long-term value. In comparison with standalone information systems or analytical tools, Organizational Intelligence is integrated into organizational routines, decision-making, leadership practices, and learning mechanisms, which are hard to replicate and hence potentially provide the organization with a lasting competitive advantage [20,25].

Another point the Resource-Based View emphasizes is that resources can only be useful when there is an ability in organizations to utilize them in a manner that generates value. Data, digital technologies, and artificial intelligence, therefore, do not create a competitive advantage on their own. Their strategic worth is contingent on how well the organization is intelligent in interpreting information, combining complementary resources, and reconciling strategic decisions and organizational goals. This view helps to prove the thesis that Organizational Intelligence is to be considered as a strategic organizational capacity instead of a technological resource [5,6].

In this regard, the first theoretical pillar of the suggested framework is the Resource-Based View that elucidates the reasons that make Organizational Intelligence an important organizational resource that can be utilized to achieve sustainable business excellence.

4.2 Dynamic Capabilities Theory

Although the Resource-Based View provides answers as to why valuable organizational resources lead to competitive advantage, it offers little information on how organizations can renew these resources in dynamic environments. Dynamic Capabilities Theory can overcome this weakness by focusing on the organizational dynamics in terms of how firms have the sense environmental shifts, grasp the opportunities that come about, and reconfigure existing resources to sustain long-term competitiveness [1,2].

This point of view is especially applicable to Organizational Intelligence since intelligence is dynamic in nature. Organizations have environments that are typified by technological disruption, changing customer expectations, regulatory change, and heightening competitive uncertainty. In these circumstances, intelligence cannot be considered a fixed organizational resource but a dynamic capability that allows organizations to anticipate change, decipher environmental messages, and act in response to them in a strategic way before their competitors.

Organizational routines, managerial judgment, and learning processes embed dynamic capabilities that support continuous renewal [1]. Organizational Intelligence performs a similar role

by integrating internal and external information, supporting strategic foresight, and enabling organizations to reconfigure knowledge, technologies, and operational processes as conditions change. It therefore strengthens an organization's capacity not only to respond to change but also to shape strategic opportunities proactively.

Recent research also highlights that digital transformation has escalated the value of dynamic capabilities as an organization needs to integrate technological innovation with organizational flexibility. Information processing is boosted by artificial intelligence, advanced analytics, and online platforms, but their strategic value is tied to the capabilities of organizations to combine technological insights with managerial knowledge, organizational learning, and strategic decision-making [2,5,6]. It is the ability of organizational intelligence that coordinates these complementary resources to produce sustained organizational value.

Based on this, Dynamic Capabilities Theory is the second theoretical pillar of the proposed framework as it explains how Organizational Intelligence can help organizations constantly sense, integrate, adapt, and transform their strategic capabilities in response to environmental uncertainty. This dynamic approach is an extension of the Resource-Based View that puts the focus on the ability of the organization to renew and mobilize the value of the resources rather than focusing on the possession of valuable resources.

4.3 Knowledge-Based View

The Knowledge-Based View is based on the resource-based view, but it treats knowledge as the most strategically important resource of the organization and the main source of sustainable competitive advantage [16,27]. Organizational knowledge, however, is hard to replicate by competitors as it builds up through experience, learning, collaboration, and solving problems, unlike tangible assets. This means that organizational success is now more and more a question of how well one can create, integrate, and apply knowledge as opposed to having knowledge.

In this sense, Organizational Intelligence is developed out of how the organization is able to convert the scattered knowledge into the coordination of strategic action. Individual, team, customer, and external stakeholder-generated knowledge should be shared, interpreted, and integrated prior to being useful in organizational learning and strategic decision-making. It follows that Organizational Intelligence is not characterized by the quantity of knowledge at hand but by the ability of the organization to transform this knowledge into organizational value [15,16].

Knowledge-Based View also highlights that competitive advantage relies on the incorporation of specialized knowledge that is distributed in various organizational units. This kind of integration needs efficient communication, teamwork, and knowledge-sharing systems that facilitate organizations to integrate various expertise in dealing with intricate strategic issues [16]. The integrative processes are one of the key elements of Organizational Intelligence as they promote common problem solving, enhance strategic coordination, and enhance the adaptability of an organization.

The rapid digital transformation and the overwhelming growth in the information ecosystem have presented unprecedented challenges to contemporary organizations. Although advanced technologies have accelerated the acquisition and storage of information, this does not guarantee organizational understanding. In this context, the purpose of Organizational Intelligence is to fuse technological resources with the skills and experiences of both the workforce and management to produce strategically useful information [5,8]. This renders knowledge an active strategic organizational asset.

The Knowledge-Based View is the third theoretical pillar of the proposed framework. From this perspective, Organizational Intelligence is the outcome of an organization's ability to create,

integrate, and apply knowledge. As an extension of the Resource-Based View and Dynamic Capabilities Theory, this pillar places knowledge at the forefront, emphasizing that Organizational Intelligence is the strategic capability that transforms knowledge into business excellence and long-term organizational capability.

4.4 Organizational Learning Theory

Although the Knowledge-Based View can explain the strategic significance of knowledge in the organization, it does not give a lot of information on how this knowledge is developed and renewed. The Organizational Learning Theory overcomes this weakness since it focuses on learning as a continuous organizational practice, in which experience, reflection, experimentation, and sharing of knowledge contribute to organizational capabilities and strategic performance through enhancing organizational performance [14,15].

In this light, Organizational Intelligence is built through constant learning, as opposed to the mere gathering of information. To enhance the intelligence of organisations, companies gain new insights, appraise past judgements, alter current habits, and codify successful behaviours. Such learning processes enhance the ability of the organization to make sense of the changes in the environment, solve complex problems, and make more effective strategic decisions in the face of uncertainty [14,28].

Organizational learning goes beyond individual knowledge acquisition as well. Intelligence is realized when personal experiences are transformed into organizational knowledge by working as a group, communicating, and learning together. This shared learning helps organizations to minimize the division of knowledge, boost cross-functional co-ordination, and acquire competencies that are not lost when individual employees depart the organization [15,17].

In ever-changing business conditions, learning has emerged as a pivotal catalyst to organizational flexibility. Constant learning organizations are placed in a better position in that they are able to identify new opportunities, counter external shocks, as well as enhance their strategic competence in the long run. Organizational Intelligence therefore relies not just on what the organizations know but on their ability to learn, unlearn old practices, and inculcate new knowledge in strategic decision-making [1,7].

In that regard, Organizational Learning Theory is the fourth theoretical pillar of the proposed framework as it explains the mechanisms by which Organizational Intelligence develops over time. It is a supplement to the Resource-Based View, Dynamic Capabilities Theory and Knowledge-Based View, as it provides evidence that sustainable Organizational Intelligence involves continuous learning, renewal of knowledge and adaptation of the organization instead of accumulation of knowledge.

4.5 Systems Theory

The theories that have been presented above justify the strategic value of resources, capabilities, knowledge and learning. They, however, only give a partial explanation of the interaction of these elements to form Organizational Intelligence. Systems Theory deals with this shortcoming by considering organizations as a system of interdependent parts that constantly interact to accomplish shared goals [29,30]. In this view, organizational performance is not only a matter of the effectiveness of individual functions, but also of the quality of its coordination and integration.

In its nature, Organizational Intelligence is systemic since it develops as a result of interaction among people, technologies, organizational processes, leadership, and external stakeholders. The information created in a single unit of an organization tends to develop strategic value only after it is

shared, interpreted, and combined with information in other functions. Organizational Intelligence, therefore, cannot be conceptualized through individual organizational capabilities, but it is an organizational capability to organize different resources into a coherent organizational system [29].

Systems Theory also focuses on the feedback, adaptation, and continuous communication with the external environment. The customer, competition, regulators, and technological advances give information to organizations, which interpret these messages and make changes to their strategies. This ongoing process of feedback and adaptation enhances Organizational Intelligence as organizations can identify arising challenges, refine organizational strategic responses, and improve organizational performance in the long-term [30,31].

The current trend of the online nature of organizations supports the applicability of Systems Theory even further. Intelligence technologies (artificial intelligence), enterprise information systems, analytics solutions, and collaborative technologies have developed the most interconnected organizational environment. Their success cannot be solely due to the level of technology but to how the organization can combine the technology with leadership, organizational learning, governance, and strategic decision-making. Organizational Intelligence is, thus, the systemic ability that aligns these interrelated elements to enable organizational resilience and business excellence [5,6].

Therefore, Systems Theory is the fifth theoretical pillar of the proposed framework since it describes the way Organizational Intelligence arises due to the interplay of various organizational factors as opposed to a single capability. This systemic approach offers the conceptual platform to unite strategic, knowledge, analytic, learning, adaptive, and collaborative aspects in an integrated Organizational Intelligence Strategic Capability Framework.

4.6 Decision Intelligence

These theories explain the development of strategic resources, organizational capabilities, knowledge, learning processes, and integrated organizational systems. However, none of these theories adequately explain the conversion of these organizational assets into effective strategic decisions. This is addressed in Decision Intelligence. Decision Intelligence refers to the integration of data, analytical tools, artificial intelligence, managerial skills, and situational judgment to improve the quality of decisions made by the organization [8,32].

As opposed to the use of traditional decision support systems, Decision Intelligence combines technological resources with human judgment and organizational knowledge. Sound strategic decisions require analytical precision alongside the ability to interpret information, assess alternatives, anticipate uncertainty, and maintain a long-term strategic orientation. The quality of decisions is consequently a product of the interplay between technological intelligence and organizational capabilities rather than algorithms alone [6,8].

The view sharpens the distinction between Artificial Intelligence and Organizational Intelligence. Artificial Intelligence helps in predictive analytics, automation, and computational efficiency. Organizational Intelligence, however, provides the organizational context, wherein the technological outputs are interpreted, validated, and converted into strategic action. Without organizational learning, leadership, knowledge integration, and adaptive governance, even the most advanced analytical systems cannot provide enduring strategic value [5,6].

Decision Intelligence is the operational process through which Organizational Intelligence affects organizational performance. The integration of analytical knowledge, organizational knowledge, collaborative expertise, and strategic judgment puts an organization in a better position to deal with uncertainty, improve the quality of decisions, and adapt to the changing conditions of the marketplace. This capability is of particular importance in the context of complex and challenging

situations of a strategic nature in which decisions and their implications involve a large number of diverse and possibly conflicting stakeholders, inadequate information, and conflicting goals of various units of the organization [8,32].

In this light, Decision Intelligence is the sixth theoretical pillar of the proposed framework as it elucidates how Organizational Intelligence is converted into action. Although the above theories demonstrate the process of development of Organizational Intelligence and its evolution, Decision Intelligence explains how organizational capability supports effective strategic decision-making and long-term business excellence.

The theoretical views presented in the preceding subsections are complementary explanations of how Organizational Intelligence develops. Whilst the theories focus on a specific aspect of an organization, their synthesis provides a holistic basis through which organizations are said to acquire their strategic capabilities that enable their ability to sustain competitive advantage. Figure 1 is a synthesis of these theoretical perspectives into a coherent conceptual architecture that shows how they all support Organizational Intelligence as a strategic capability towards business excellence.



Fig. 1. Combined theoretical groundings to Organizational Intelligence

As Figure 1 illustrates, there is no single theoretical perspective through which Organizational Intelligence can be understood. Rather, it is shaped by the interplay of the strategic resources, dynamic capabilities, knowledge integration, organizational learning, systemic coordination, and decision intelligence. These complementary theories combine to explain the process by which organizations obtain, develop, integrate, and use intelligence to boost strategic decision-making and performance in an organization. This combined theoretical background is what forms the basis of the OISCF, which is developed in the next section.

4.7 Toward an Integrated Theoretical Foundation

The theoretical approaches discussed above indicate that no one management theory can be enough to explain Organizational Intelligence. Rather, the six theoretical perspectives offer distinct but complementary explanations of the organizational processes that are needed to build intelligence as a strategic capability. All these theories together form a complete theoretical basis of

how organizations attain strategic resources, build knowledge, learn, integrate organizational processes, and convert insights into effective strategic decisions.

Resource-Based View recognizes Organizational Intelligence as a powerful resource in an organization that can create a long-term competitive advantage. Dynamic Capabilities Theory is an extension of this view, suggesting that organizations constantly refresh and restructure their intelligence following a changing environment. The Knowledge-Based View places knowledge as the most important strategic input of Organizational Intelligence, and Organizational Learning Theory describes how knowledge is produced, disseminated, and institutionalized. The Systems Theory also highlights that intelligence arises as a result of the interdependence of organizational elements as opposed to functions. Lastly, Decision Intelligence describes how the organizational knowledge and analytical capabilities are converted into quality strategic decisions to advance organizational performance [6,8,16,20].

The combination of these ideas implies that Organizational Intelligence is better viewed as a more complex and advanced strategic capacity rather than a distinct organizational activity. The ability of an organization to integrate strategic assets, knowledge, learning, analytics, organizational processes, and decision-making into a coherent system positions the organization to anticipate change, cope with uncertainty, and sustain a high level of performance. This view overcomes the fragmented approach found in previous studies and offers a more coherent account of the strategic role of Organizational Intelligence.

In this respect, this study states that Organizational Intelligence must be considered an integrative capability that is found in the structures and management processes of the organization, and in strategy formulation. The proposed model does not simply restate the current theories but instead integrates their complementary advantages to explain the role of Organizational Intelligence in business excellence. This theoretical architecture supports the conceptualization developed in the following section.

5. Conceptualizing Organizational Intelligence

Building on the preceding theories, this section develops the conceptual foundation of Organizational Intelligence. Although the concept has been discussed in several management disciplines, there is a lack of clarity on the definition and domain of the concept and the existing theoretical constraints. Organizational Intelligence is characterized in the existing literature in relation to different concepts such as learning, knowledge management, business intelligence, and decision support. These discussions led to fragmented conceptualizations of the construct, focusing on only specific dimensions. In light of the above, this section attempts to provide a more comprehensive definition of the construct and, in effect, delimit the concept of Organizational Intelligence within the context of the OISCF.

5.1 Existing Definitions and Critical Evaluation

In attempting to define what Organizational Intelligence is, many different theories have been employed, demonstrating its interdisciplinarity. The definition of Organizational Intelligence in the early studies was the capacity of an organization to acquire, process, and use information for the enhancement of both the quality of the decisions made and the overall performance of the organization [17,33]. The definition of Organizational Intelligence in later studies was extended to include knowledge creation, organizational learning, collective problem-solving, and adaptive capability [15,28,34].

The growing use of digital technologies had a further impact on the concept and connected Organizational Intelligence with business intelligence, analytics, and artificial intelligence. In this line of research, intelligence is often equated with the processing of data, predictive analytics, and decision support based on the use of technologies [19,32]. Although such advances have greatly enhanced the analytical powers within organizations, they tend to focus on efficiency in technology and pay relatively less attention to strategic judgment, organizational learning, integrating knowledge in groups, and adaptability.

A critical review of the literature shows that there are three significant limitations. First, the current definitions are conceptually divided since they focus on individual aspects of Organizational Intelligence without describing the interaction of these aspects as part of an overall organizational ability. Second, the majority of definitions identify Organizational Intelligence as an operational process or information-processing task as opposed to a higher-level strategic capability entrenched in organizational routine and strategic decision-making. Third, there is a relative paucity of research papers that specifically relate Organizational Intelligence to business excellence, even though there is an emerging acknowledgment that sustainable organizational performance requires the integration of knowledge, learning, adaptability, and the strategic decision-making process [1,2,20].

These limitations show that existing models do not adequately capture the strategic value of Organizational Intelligence in contemporary organizations. The complexity and intensity of knowledge within the contemporary business environment indicate that Organizational Intelligence should be understood beyond the capability of information processing. It should be regarded as the organizational ability to make sense of the world, including, but not limited to, strategic thinking, knowledge creation, organizational learning, analytical reasoning, collaboration, and adaptive decision-making. This perspective provides the foundation for the rationale of the new definition that follows in the subsequent subsection.

5.2 Proposed Definition of Organizational Intelligence

Current definitions of Organizational Intelligence focus on individual components such as the processing of information, learning, and the management of knowledge as well as technology-based decisions at the level of the organization. These views remain inadequate because they do not fully explain how the components interact to form a unified organizational capability that supports long-term performance. With this in mind, a broader perspective to reflect the strategic importance of Organizational Intelligence in contemporary organizations is warranted.

At this level, Organizational Intelligence is a higher-order strategic capacity through which an organization systematically gathers, assimilates, interprets, and applies knowledge, analytical insights, organizational learning, collaborative expertise, and adaptive decision-making to anticipate environmental change, guide strategic action, and sustain business excellence.

This definition builds on past conceptualizations in a number of significant senses. Firstly, it establishes Organizational Intelligence as a strategic capability and not an operational process or technological function. Secondly, it acknowledges that intelligence is the product of various organizational capacities and not a source of knowledge or information. Third, it directly connects Organizational Intelligence to strategic adaptation and business excellence and emphasizes the role of Organizational Intelligence in helping organizations to create, renew, and maintain a competitive advantage in changing environments.

Another point that is laid down in the proposed definition is that Organizational Intelligence is integrative in nature. It integrates the knowledge resources, organizational learning, analytical ability, strategic thinking, collaboration, and managerial judgment into a coherent system of the

organization. All these factors reinforce each other and overall, are able to help organizations turn scattered information into organized strategic choices that bring about long-term organizational value. Organizational Intelligence therefore must not be considered an organizational feature but as an organizational capacity as part of strategic processes, organizational routine, organizational leadership and organizational decision-making structures.

Contrary to artificial intelligence or business intelligence, which mostly enhance technological and analytical abilities, Organizational Intelligence involves the organization-wide ability to make sense of information, orchestrate skills, align strategic choices with organizational goals, and constantly adjust to the setting. It is thus the organizational process by which technological skills, human skills, and knowledge of the organization are combined to improve strategic effectiveness and business excellence.

This paper thus constitutes Organizational Intelligence as a multidimensional and dynamic strategic competence that enables organizations to continually identify opportunities, consolidate knowledge, enhance strategic decision-making, and renew organizational capabilities. The theoretical basis of the OISCF presented in the following sections is based on this re-conceptualization.

To explain the suggested conceptualization, the study determines the essential elements of the new definition of Organizational Intelligence. Instead of seeing intelligence as one organizational feature, the suggested definition focuses on the combination of more than one complementary capability that together help organizations to transform information and knowledge into strategic action. These key elements and their connection with Organizational Intelligence and business excellence are shown in Figure 2.



Fig. 2. Key elements of the proposed definition of organizational intelligence

As Figure 2 shows, Organizational Intelligence is the resultant process of the combination of six interdependent organizational capabilities as opposed to the effect of one organizational activity or technology. Strategic thinking gives guidance, knowledge integration and organizational learning assist in the development of capabilities, analytical intelligence supports evidence-based reasoning, collaborative expertise helps in making decisions collectively, and adaptive decision-making enables organizations to adapt successfully to a changing environment. These aspects combined create a

superior-order strategic capability that underpins strategic action and eventually leads to sustained business excellence.

5.3 Characteristics of Organizational Intelligence

Expanding on the suggested definition, Organizational Intelligence may be perceived as a multidimensional strategic capability with a number of interdependent characteristics. These features make Organizational Intelligence different than traditional information-processing systems, knowledge management practices, and technology-based analytical tools. Together, they describe how organizations turn dispersed knowledge and insights of analysis into sustained strategic value.

5.3.1 Strategic orientation

Organizational Intelligence is strategic in nature since it underpins long-term organizational goals and not single acts of operation. It helps organizations anticipate environmental developments and evaluate strategic options, and match capabilities within organizations to prospective opportunities and challenges. Because of this, Organizational Intelligence will lead to strategic positioning and long-term competitiveness as opposed to just increasing operational efficiency [1,20].

5.3.2 Knowledge integration

One of the peculiarities of Organizational Intelligence is that it can combine the knowledge created at various levels in the organization and various functional areas. Organizational Intelligence promotes the sharing of knowledge, the collective interpretation of knowledge, and the organizational coordination, as opposed to considering knowledge as fragmented organizational assets. The integration enhances organizational learning and the quality of strategic decisions [15,16,27].

5.3.3 Dynamic adaptability

Organizational Intelligence is dynamic and not fixed; it is constantly changing due to the uncertainty in the environment. Every smart organization will track the external trends, assess organizational performance, and alter the strategy, structure, and capability as circumstances evolve. Such adaptive ability helps organizations to stand firm in the very dynamic and unpredictable business environments [1,2].

5.3.4 Evidence-based decision-making

The other critical attribute is the capability to underpin strategic choices by integrating data, analytics, organizational knowledge, and managerial judgment. Organizational Intelligence goes beyond the accuracy of analysis by making sure that the decision is made in its organizational and strategic context. Consequently, the quality of decisions is based on successful integration of both technological and human resources [6,8].

5.3.5 Collaborative intelligence

Organizational Intelligence is produced by teamwork as opposed to individual skills. Collective problem-solving, knowledge sharing, and cross-functional communication allow organizations to pool different perspectives in solving complicated strategic problems. This teamwork skill increases innovation, organizational learning, and strategic flexibility [17,28].

5.3.6 Continuous capability development

Organizational Intelligence is a capability characterized by the continuous renewal of organizational competencies. Intelligent organizations continually create and leverage new knowledge and strategic capacities and integrate new technologies to strengthen performance and remain viable. Continuous renewal allows this capability to remain effective amid shifts in competitive conditions and technological disruption [1,5].

These characteristics show that Organizational Intelligence is a dynamic capability that an organization possesses as opposed to a set of individual practices. The interaction of strategic orientation, knowledge integration, adaptability, evidence-based decision-making, collaboration, and continuous development of capabilities produces a cohesive organizational capability that supports strategic initiatives and contributes to sustained business excellence. The characteristics outlined herein provide the conceptual basis for the core principles of Organizational Intelligence developed in the subsequent section.

5.4 Core Principles of Organizational Intelligence

The features listed in the subsection above reveal the nature of Organizational Intelligence, and the main principles of this concept can be regarded as the main assumptions underlying its creation and implementation. These principles offer the theoretical rationale for the proposed framework and how Organizational Intelligence can help organizations to create strategic value in volatile and unpredictable environments. A summary of the core principles that define Organizational Intelligence as a higher-order strategic capability is provided in Table 3.

Table 3

Core principles of Organizational Intelligence

Principle	Description	Strategic implication
Strategic Alignment	Organizational Intelligence should support organizational vision, mission, and strategic objectives	Enhances strategic consistency and long-term competitiveness
Knowledge Integration	Intelligence emerges through the integration of explicit and tacit knowledge across organizational functions	Improves organizational learning and strategic coordination
Evidence-Based Decision-Making	Strategic decisions should combine analytical evidence with managerial judgment and organizational experience	Improves decision quality while reducing uncertainty
Continuous Learning	Organizational Intelligence develops through continuous learning, feedback, and organizational renewal	Strengthens innovation and adaptive capability
Collaboration	Intelligence is strengthened through knowledge sharing and collective problem-solving	Enhances cross-functional integration and organizational effectiveness
Adaptability	Organizations must continuously respond to environmental change and emerging opportunities	Increases resilience and strategic agility
Value Creation	Organizational Intelligence should contribute to sustainable organizational and stakeholder value	Supports business excellence and sustained competitive advantage

Table 3 shows that Organizational Intelligence is not just limited to technological ability or information management. The proposed principles underline the fact that intelligence is developed due to the interplay of strategic alignment, knowledge integration, organizational learning, collaboration, adaptability, and evidence-based decision-making. All these principles support the perspective that Organizational Intelligence is a dynamic organizational capability embedded in strategic processes, and not an independent management role. All these principles together form a normative basis of the suggested OISCF. They also provide a basis for differentiating Organizational Intelligence by its related concepts and even specify its conceptual boundaries, and these are discussed in the following subsection.

5.5 Conceptual Boundaries

To differentiate Organizational Intelligence and its similar theoretical underpinning constructs, it is necessary to outline clear conceptual boundaries. Even though Organizational Intelligence overlaps with knowledge management, organizational learning, business intelligence, artificial intelligence, and decision intelligence, it cannot be confused with any of these ideas.

Rather, Organizational Intelligence is a general strategic capability that coordinates and aligns these complementary organizational capabilities. The main conceptual differences are summarized in Table 4.

Table 4
Conceptual boundaries of Organizational Intelligence

Related concept	Primary focus	Scope	Relationship to Organizational Intelligence
Knowledge Management	Acquisition, storage, sharing, and utilization of knowledge	Organizational knowledge processes	Provides the knowledge resources that Organizational Intelligence integrates strategically
Organizational Learning	Knowledge creation, learning, and capability development	Learning and organizational adaptation	Represents a core mechanism through which Organizational Intelligence evolves
Business Intelligence	Data collection, reporting, and analytical support	Data-driven operational and tactical decisions	Supplies analytical insights that support Organizational Intelligence
Artificial Intelligence	Machine learning, prediction, automation, and intelligent systems	Technology-enabled analytics and automation	Serves as a technological enabler but cannot independently create Organizational Intelligence
Decision Intelligence	Integration of analytics, decision science, and managerial judgment	Improving decision quality	Represents the decision-making mechanism through which Organizational Intelligence creates strategic value
Organizational Intelligence	Strategic integration of knowledge, learning, analytics, collaboration, and adaptive decision-making	Organization-wide strategic capability	Coordinates complementary organizational capabilities to achieve sustained business excellence

As Table 4 shows, the concept of Organizational Intelligence has a wider conceptual range in comparison with the corresponding constructs used in research. Instead of eliminating these

concepts, it incorporates their complementary input in a combined organizational ability. Knowledge management assists in providing the knowledge base of the organization, organizational learning supports the development of capabilities, business intelligence helps develop analytical insights, artificial intelligence supports the development of computational capability, and decision intelligence supports the development of strategic decisions. Organizational Intelligence aligns these capabilities in a strategic management environment, which allows organizations to comprehend environmental complexity, address change, and support long-term performance in organizations.

These theoretical lines present the argument that Organizational Intelligence is perceived as a level of strategic ability as opposed to a technological resource, organizational process, or managerial method. The strong differentiation of Organizational Intelligence as a construct with its similar constructs provides the proposed framework with a greater theoretical identity of the concept and less conceptual ambiguity, which has defined much of the earlier body of literature.

5.6 Antecedents of Organizational Intelligence

Organizational Intelligence is not something that just comes naturally, but like any other phenomenon, it is developed as a result of organizational resources, capabilities, leadership practices, and technological enablers. These antecedents establish the context in which organizations can obtain, assimilate, and utilize knowledge to aid strategic choice and long-term organizational results. These enabling factors are important to understand as they describe ways in which Organizational Intelligence is built, maintained, and constantly improved. In Table 5, the key antecedents found in the literature and included in the proposed framework are summarized.

Table 5

Antecedents of Organizational Intelligence

Antecedent	Description	Contribution to Organizational Intelligence
Strategic Leadership	Leaders establish strategic direction, encourage innovation, and promote evidence-based decision-making	Aligns Organizational Intelligence with organizational objectives and long-term strategy
Knowledge Management	Processes for creating, sharing, integrating, and retaining organizational knowledge	Provides the knowledge foundation required for intelligence development
Organizational Learning	Continuous learning, reflection, and capability development	Enables Organizational Intelligence to evolve and adapt over time
Digital Technologies	Artificial intelligence, analytics, digital platforms, and information systems	Enhance information processing and analytical capability
Data Governance	Policies ensuring data quality, accessibility, security, and integrity	Improves the reliability of organizational knowledge and analytical insights
Collaborative Culture	Cross-functional communication, trust, and knowledge sharing	Facilitates collective intelligence and organizational coordination
Strategic Agility	Organizational capability to anticipate and respond rapidly to environmental change	Strengthens adaptability and continuous capability renewal

Table 5 shows that there are human and technological factors that affect Organizational Intelligence. The organizational climate where intelligence can evolve is a result of leadership, learning, knowledge management, and teamwork culture, and the ability to enhance analytical capabilities and make decisions is supported by digital technologies and data governance. Strategic

agility also allows organizations to keep adapting such capabilities as conditions in the environment evolve.

The interplay between these antecedents indicates that Organizational Intelligence is an organizational ability that must be developed through coordinated investment across multiple organizational domains. Unless it is underpinned by effective leadership, organizational learning, integration of knowledge, and collaborative governance, organizations that focus solely on technological solutions are unlikely to develop high levels of Organizational Intelligence. Organizational Intelligence must therefore be considered as a result of a combined organizational system and not the result of a single organizational capability.

However, the use of digital technologies, particularly artificial intelligence, also introduces potential risks that may constrain their contribution to Organizational Intelligence. AI-based analytical and decision-support systems may reproduce biases embedded in data, generate recommendations that are difficult to interpret, or encourage excessive reliance on automated outputs. These risks are particularly relevant to strategic decision-making, where contextual understanding, managerial judgment, and organizational accountability remain important. Accordingly, digital technologies should be supported by appropriate data governance, transparency mechanisms, and meaningful human oversight so that technological capabilities enhance rather than replace organizational judgment.

5.7 Organizational Outcomes

Table 6 provides the main organizational outcomes related to Organizational Intelligence.

Table 6

Organizational outcomes of Organizational Intelligence

Organizational outcome	Description	Strategic impact
Strategic Decision Quality	Improves the accuracy, consistency, and effectiveness of strategic decisions	Reduces uncertainty and strengthens long-term planning
Innovation Capability	Facilitates knowledge integration, creativity, and organizational innovation	Supports continuous innovation and competitive differentiation
Organizational Agility	Enables rapid adaptation to environmental changes and emerging opportunities	Enhances strategic flexibility and organizational responsiveness
Organizational Resilience	Strengthens the organization's ability to anticipate, absorb, and recover from disruptions	Improves long-term organizational sustainability
Operational Excellence	Optimizes organizational processes, resource utilization, and cross-functional coordination	Increases efficiency and organizational effectiveness
Sustainable Competitive Advantage	Integrates organizational capabilities that are difficult for competitors to imitate	Sustains superior organizational performance over time
Business Excellence	Aligns organizational capabilities with continuous improvement, stakeholder value, and long-term success	Supports sustained organizational growth and excellence

Organizational outcomes represent the final stage through which Organizational Intelligence creates strategic value. Organizational Intelligence, similar to other higher-order strategic capabilities, is an ability that allows organizations to coordinate organizational actions involving the

integration of knowledge, learning, analytical thinking, and strategic decision-making to enhance long-term performance. These results are not limited to operational efficiency, but they are the larger aspects of organisational competitiveness, flexibility, and value creation.

Table 6 illustrates that Organizational Intelligence generates value via multiple, connected organizational results and not an individual dimension of performance. Better strategic decision-making enhances innovation and organizational agility, whereas better adaptability and resilience support operational excellence and long-term competitiveness. These results are mutually supporting, and all play a part in long-term business excellence.

The outcomes proposed also demonstrate the strategic character of Organizational Intelligence. Organizational Intelligence does not simply act as an information-processing facility, but rather it determines the way organizations perceive environmental change, organize organizational resources, and renew strategic capabilities. As a result, higher Organizational Intelligence in organizations places them in a stronger position to sustain competitive advantage, respond effectively to uncertainty, and achieve better organizational performance.

The theoretical foundation of the OISCF is set through the conceptualization that is developed in this section. The next section will combine the formulated antecedents, dimensions, and outcomes of organizations in a single conceptual framework that describes the ways in which Organizational Intelligence generates strategic value and promotes business excellence.

6. Organizational Intelligence Strategic Capability Framework

The preceding sections established the theoretical foundations, conceptual boundaries, antecedents, and outcomes of Organizational Intelligence. Based on these premises, this section presents the OISCF, the main theoretical contribution of this study. It is a synthesis of fragmented views on strategic management, organizational learning, knowledge management, systems theory, and decision intelligence into a single model that elucidates the formation and generation of strategic value by Organizational Intelligence.

Compared to other current models, which focus on an organizational capability in isolation, the framework proposed envisions Organizational Intelligence as a strategic capability of a higher order that can combine various organizational resources and processes to form a coherent system. It describes the way organizational antecedents enable the creation of Organizational Intelligence, how intelligence can be operationalized using interrelated dimensions of capabilities, and how capabilities combine to produce business excellence. In line with this, the framework offers a theoretical account of Organizational Intelligence as well as a practical guide to the direction that any organization should pursue to enhance competitiveness in the long run.

In order to demonstrate the proposed theoretical relationships, Figure 3 shows the OISCF. The framework incorporates the ideas that have been conceptualized in this course of study into one model and shows how Organizational Intelligence emerges from organizational antecedents, evolves through strategic dimensions of capability, and finally produces organizational outcomes that support business excellence.

Figure 3 depicts Organizational intelligence as a dynamic organizational ability as opposed to a linear organizational process. The framework starts with the organizational antecedents establishing the environment of developing intelligence, such as strategic leadership, knowledge management, organizational learning, collaborative culture, digital technologies, data governance, and strategic agility. All these enabling factors furnish the organizational environment within which intelligence may be born and develop.

At the center of the framework are six interdependent capability dimensions: Strategic Intelligence, Knowledge Intelligence, Analytical Intelligence, Learning Intelligence, Adaptive Intelligence, and Collaborative Intelligence. Together, the six dimensions operationalize Organizational Intelligence. Unlike a linear framework, the dimensions are mutually reinforcing and continuously reshape each other through the organization's knowledge, experience, and strategic insights [1,11,29]. Their interaction enables the organization to read the signals in its environment, integrate its knowledge, enhance its decision-making process through a greater reliance on evidence, and renew its strategic capabilities [17,18].

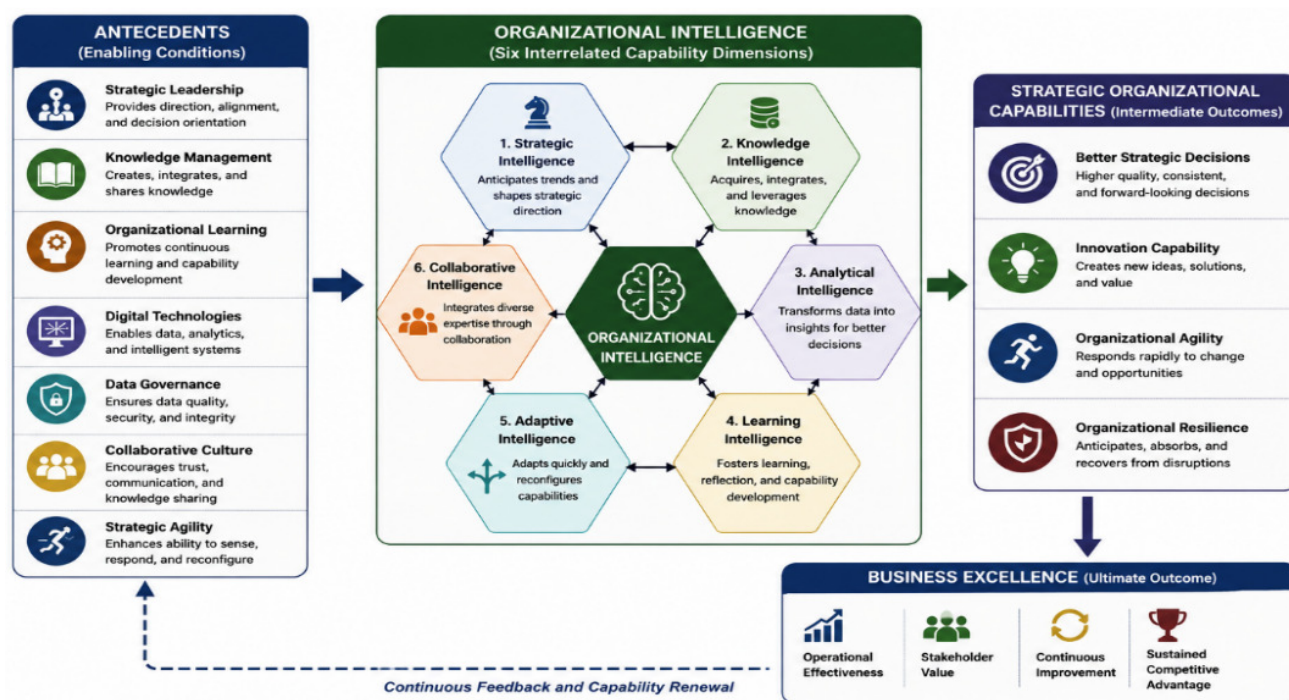


Fig. 3. Organizational Intelligence strategic capability framework

Although the six dimensions are interdependent, each represents a distinct organizational function within the broader intelligence capability. Strategic Intelligence concerns the interpretation of strategic priorities and the direction of organizational action. Knowledge Intelligence focuses on the creation, integration, and use of organizational knowledge. Analytical Intelligence emphasizes the interpretation of data and evidence to support informed decisions. Learning Intelligence concerns the organization's ability to acquire experience, reflect on outcomes, and develop new knowledge and understanding. Adaptive Intelligence refers to the ability to translate learning and intelligence into timely changes in strategies, processes, and responses to environmental shifts. Collaborative Intelligence emphasizes the coordination and integration of knowledge and expertise across organizational actors [1,15,17]. Thus, Learning Intelligence primarily explains how the organization develops and updates what it knows, whereas Adaptive Intelligence explains how that learning is converted into organizational change and strategic response [1,14]. Their relationship is therefore complementary rather than redundant.

Based on the interaction among these dimensions, the framework proposes that Organizational Intelligence generates high-quality strategic decision-making, innovation capability, organizational agility, and organizational resilience. Such mid-range capabilities help organizations to achieve and maintain a competitive advantage in a turbulent environment characterized by uncertainty.

However, the extent to which Organizational Intelligence contributes to business excellence may depend on the organizational and environmental context in which it is developed and applied. Industry type may influence which intelligence capabilities are most valuable, while organizational size may affect both the resources available for developing intelligence and the complexity of coordination and information processing. Cultural context may also shape knowledge sharing, collaboration, learning, and openness to evidence-based decision-making. In addition, environmental turbulence and digital maturity may influence the extent to which organizations can translate Organizational Intelligence into timely strategic responses and sustained performance. These factors are therefore considered contingency conditions that may strengthen or weaken the relationship between Organizational Intelligence and business excellence rather than additional dimensions of Organizational Intelligence.

Finally, the combination of these strategic capabilities supports business excellence by enhancing organizational performance, creating stakeholder value, supporting continuous improvement and maintaining long-term competitiveness. Organizational Intelligence is presented here as an organizational capability that incorporates all the strategic resources, organizational knowledge, learning and analytical capabilities, and the management of the decision-making process in order to maintain high performance levels in the organization.

7. Dimensions of Organizational Intelligence

The framework rests on the premise that Organizational Intelligence is a multidimensional strategic capability that consists of six interconnected components. The components are interrelated and work in a complementary manner to foster organizational adaptability and enhance the quality of decisions and the long-term performance of the organization. The functions and strategic importance of each dimension are contained in Table 7.

Table 7

Core dimensions of Organizational Intelligence

Dimension	Description	Strategic Contribution
Strategic Intelligence	Interpreting environmental changes and identifying strategic opportunities	Strengthens strategic direction and competitive positioning
Knowledge Intelligence	Integrating and applying organizational knowledge	Improves knowledge utilization and organizational learning
Analytical Intelligence	Transforming data into actionable insights	Supports evidence-based decision-making
Learning Intelligence	Continuously acquiring and institutionalizing organizational learning	Enhances innovation and capability renewal
Adaptive Intelligence	Responding effectively to uncertainty and environmental change	Builds agility and organizational resilience
Collaborative Intelligence	Integrating expertise across individuals and organizational units	Improves coordination, innovation, and collective problem-solving

The six dimensions are an integrated capability system. Strategic Intelligence determines the direction of an organization, and the Knowledge and Analytical Intelligence gathers the information and knowledge necessary to make effective decisions. Learning Intelligence is widely used to strengthen organizational capabilities, Adaptive Intelligence allows organizations to adapt to changing environments, and Collaborative Intelligence facilitates knowledge and expertise sharing

across functional boundaries. All these dimensions are what make Organizational Intelligence a dynamic strategic ability that promotes sustained business excellence.

Though a combination of these six dimensions can bring about different capabilities, they have no value in isolation but through combination. Those organizations achieving a good integration of these dimensions are better placed to predict change and coordinate organizational resources and transform knowledge into strategic action. The suggested dimensions therefore give the working basis of the theoretical propositions developed in the next section.

8. Theoretical Propositions

The OISCF describes a higher-order strategic capability as Organizational Intelligence, which converts organizational resources, knowledge, learning and analytical abilities into continued business excellence. Based on the combined theoretical frameworks formed through this research, the propositions below constitute theoretically based relationships that can be investigated in future empirical studies. Each proposition is based on the complementary insights of the Resource-Based View, Dynamic Capabilities Theory, the Knowledge-Based View, Organizational Learning Theory, Systems Theory, and Decision Intelligence, hence offering a logical agenda on which future theory testing and model validation will occur [2,6,16,20].

Organizational Intelligence in organizations is developed as a result of the interaction of a number of enabling conditions. Strategic leadership gives guidance, knowledge management supports organizational knowledge, organizational learning enhances capability development, and digital technologies enhance analytical capacity. All these organizational antecedents together will generate the environment where Organizational Intelligence can develop and improve with time [5,15,20].

Proposition 1 (P1). Strategic leadership, knowledge management, organizational learning, digital technologies, collaborative culture, and strategic agility are organizational antecedents that positively influence the development of Organizational Intelligence.

Organizational Intelligence is a combination of knowledge, analytical insights, and managerial judgment to enhance strategic decision-making in uncertain conditions. Indeed, more intelligent organizations are supposed to be more effective in reading environmental signals, analyzing strategic options in a more detailed and holistic manner, and making decisions that are more consistent with the long-term organizational goals [6,8,16].

Proposition 2 (P2). Organizational Intelligence at higher levels positively influences the quality of strategic decisions, incorporating organizational knowledge, analytical intelligence, and managerial judgment.

The innovation requires that an organization can utilize the knowledge of many different sources, be in a position to foster organizational learning and promote collaboration in solving problems. Organizational Intelligence supports these processes by developing the mechanisms via which knowledge is constantly shared, interpreted, and converted into new products, services, and organizational processes [15,17,27].

Proposition 3 (P3). Organizational Intelligence has a positive impact on organizational innovation through the enhanced integration of knowledge, organizational learning, and team-based problem-solving.

Organizations that work within dynamic environments are forced to keep up with changes related to technology, competition, and the institution. The ability of organizations to foresee shifts in the environment, to interpret uncertainty in the environment, and to redesign the capabilities of organizations to respond to environmental shifts is increased by organizational intelligence.

Therefore, it is likely that Organizational Intelligence will enhance organizational agility and resilience [1,2,7].

Proposition 4 (P4). Organizational Intelligence positively influences organizational agility and resilience by helping organizations anticipate, interpret, and respond effectively to environmental change.

The proposed framework conceptualizes Organizational Intelligence as a multidimensional construct that consists of Strategic Intelligence, Knowledge Intelligence, Analytical Intelligence, Learning Intelligence, Adaptive Intelligence, and Collaborative Intelligence. These dimensions are complementary to each other, and together they form a more powerful organizational capability as compared to the individual dimensions functioning separately [16,17,29].

Proposition 5 (P5). Combining Strategic Intelligence, Knowledge Intelligence, Analytical Intelligence, Learning Intelligence, Adaptive Intelligence and Collaborative Intelligence creates greater Organizational Intelligence than developing these dimensions separately.

Strategically, the long-term competitive advantage is the product of the organizational capabilities that are both valuable and difficult to imitate, and constantly renewed. Organizational Intelligence fulfills these features by integrating organizational assets, know-how, learning, and strategic change into an integrated capacity that competitors find difficult to recreate [1,20,25].

Proposition 6 (P6). Organizational Intelligence also plays a positive role in creating sustainable competitive advantage due to the constant renewal of capabilities, strategic adaptation, and resource integration.

Business excellence is the final product of the suggested framework since it reflects the capability of the organization to attain high-level strategic, operational, and stakeholder results. Organizational Intelligence is predicted to have a major impact on long-term organizational excellence and sustainable value creation by enhancing the quality of decisions, innovation capacity, adaptability, and organizational effectiveness [5,6,20].

Proposition 7 (P7). Organizational Intelligence positively affects Business Excellence by enhancing strategic effectiveness, the ability to innovate, performance at the operational level, creation of stakeholder value, and the sustainability of the organization in the long run.

To provide a concise overview of the proposed relationships and their theoretical foundations, Table 8 summarizes the seven propositions developed within the OISCF. The table highlights the logical progression from organizational antecedents to Organizational Intelligence and its subsequent effects on strategic decision-making, innovation, agility, resilience, competitive advantage, and business excellence.

Table 8 consolidates the theoretical logic underlying the OISCF and clarifies how the different theoretical perspectives complement one another. Rather than treating the propositions as isolated relationships, the framework connects them as a coherent sequence in which organizational conditions support the development of Organizational Intelligence, which in turn contributes to a range of strategic and organizational outcomes.

8.1 Operationalization and Directions for Empirical Testing

To facilitate future empirical testing, the proposed relationships can be operationalized by treating Organizational Intelligence as a higher-order multidimensional capability reflected through its six dimensions. Strategic Intelligence can be assessed through indicators related to strategic sensing, priority setting, and long-term strategic orientation; Knowledge Intelligence through knowledge creation, integration, sharing, and utilization; Analytical Intelligence through the use of data, evidence, and analytical interpretation in decision-making; Learning Intelligence through

organizational reflection, experience-based learning, and the development of new knowledge; Adaptive Intelligence through the ability to modify strategies, processes, and organizational responses in response to environmental changes; and Collaborative Intelligence through cross-functional knowledge sharing, coordination, and collective problem-solving. Business Excellence can be assessed through indicators capturing organizational performance, continuous improvement, innovation, stakeholder value, and long-term competitiveness. This operationalization provides future researchers with a basis for developing measurement items and testing the proposed relationships using appropriate quantitative or mixed-method research designs.

Table 8

Summary of theoretical propositions and their theoretical foundations

Proposition	Proposed relationship	Theoretical foundation
P1	Organizational antecedents → Organizational Intelligence	Resource-Based View; Dynamic Capabilities Theory; Knowledge-Based View
P2	Organizational Intelligence → Strategic Decision Quality	Knowledge-Based View; Decision Intelligence
P3	Organizational Intelligence → Organizational Innovation	Knowledge-Based View; Organizational Learning Theory
P4	Organizational Intelligence → Organizational Agility and Resilience	Dynamic Capabilities Theory; Systems Theory
P5	Six Intelligence Dimensions → Higher-Order Organizational Intelligence	Knowledge-Based View; Systems Theory
P6	Organizational Intelligence → Sustainable Competitive Advantage	Resource-Based View; Dynamic Capabilities Theory
P7	Organizational Intelligence → Business Excellence	Resource-Based View; Dynamic Capabilities Theory

In combination, these propositions transform the Organizational Intelligence Strategic Capability Framework into an articulate research agenda to be explored empirically in future research. They provide a basis for developing measurement instruments, assessing the multidimensional structure of Organizational Intelligence, and examining its relationships with organizational capabilities and business excellence across diverse organizational contexts [1,2,24].

9. Managerial Implications

The OISCF moves beyond theory by providing a practical outlook on how an organization can perform in an unpredictable business environment. Leaders who work within an environment that is characterized by rapid technological change, market and geopolitical instability, unpredictable customer behavior, and increased competition must still maintain a sustainable competitive advantage. In this regard, sustainable success is not merely about acquiring advanced technologies but about developing an organizational capacity to utilize information, make sense of knowledge, and transform strategic understanding into practical managerial action. In this context, Organizational Intelligence prepares an organization to adapt to changing business conditions while preserving business excellence over the long term [1,2,6].

One of the key implications of the suggested framework is that managers must move beyond viewing intelligence as the responsibility of a particular department, such as information technology, business analytics, or knowledge management. Organizational Intelligence should instead be developed as an organization-wide capability embedded in strategic planning, leadership practice, organizational culture, and operational decision-making. This bigger picture is one that invites

organizations to incorporate people, processes, technologies and knowledge resources in a coherent system that facilitates organizational learning and strategic adaptation at any given time [16,20].

The framework also supports a complementary approach to investment in new technologies and the development of organizational capabilities. Most organizations are investing heavily in artificial intelligence and digital platforms, business analytics, and enterprise information systems with the hope that these investments alone will improve performance. Such technologies increase analytical capacity, but they do not necessarily lead to better strategies and sustainable competitive advantage. Their strategic value also depends on the quality of the underlying data, the transparency of analytical processes, and the ability of managers to critically evaluate algorithmic recommendations rather than rely on automated outputs uncritically. Their strategic value rests on the managerial abilities to interpret analytical outputs, integrate cross-functional knowledge, and align technological insights with strategic goals. Accordingly, managers should maintain appropriate human oversight and governance mechanisms when AI-supported tools are used in strategic decision-making. Thus, along with the technological transformation, managers should also focus on developing organizational learning and leadership, collaboration, and evidence-based decision-making [5,6,8].

The other key implication is that of strategic leadership. Developing Organizational Intelligence requires leaders who can foster a unified strategic outlook, promote the sharing of knowledge, and create an organizational culture that is receptive to improvement and innovation. This kind of leadership should support collaboration across organizational boundaries, encourage informed risk-taking, and put in place structures by which the company learns from the outcomes of its strategic actions, whether positive or negative. Leadership thus gives strategic guidance and acts as an essential driver of Organizational Intelligence [1,7].

The proposed framework also puts emphasis on the fact that Organizational Intelligence must be a part and parcel of strategic planning and organizational governance. Instead of using historical performance indicators as the main tool, organizations ought to establish methodologies for scanning the environment, strategic foresight, and evidence-based scenario analysis. Introducing these practices into strategic planning helps organizations to determine emerging opportunities, external threats, and proactive strategic choices before changes in the environment seriously impact the performance of the organization. This will enhance the agility and future resilience of the organization [1,2].

To help in the practical implementation, Table 9 summarizes major managerial activities that are related to each of the dimensions of Organizational Intelligence, coupled with the anticipated benefits to an organization. As shown in Table 9, Organizational Intelligence needs to be addressed through coordinated managerial action rather than isolated initiatives. Each dimension reinforces the others, creating a supportive capability system that strengthens organizational performance. Managers should thus consider Organizational Intelligence as a whole, and not just focus on technological solutions and ignore organizational learning, leadership, collaboration, and strategic governance.

The framework offers explicit steps for the digital transformation of an organization. When an organization adopts digital technologies without establishing the organizational capabilities to leverage strategic change, many of these transformation initiatives fail. The framework suggests that digital transformation can only be successful when a company combines its technological innovations with Organizational Intelligence through continuous learning, knowledge integration, adaptive leadership, and evidence-based decision-making. This integration enables an organization to convert its digital investments into quantifiable strategic and operational benefits instead of isolated technological successes [5,6].

Table 9
Managerial implications of Organizational Intelligence

Organizational Intelligence Dimension	Recommended managerial actions	Expected organizational benefits
Strategic Intelligence	Establish strategic scanning systems, competitive intelligence processes, and long-term scenario planning	Stronger strategic positioning, improved foresight, and better long-term planning
Knowledge Intelligence	Develop knowledge repositories, strengthen knowledge-sharing practices, and retain organizational expertise	Greater knowledge utilization, improved organizational learning, and reduced knowledge loss
Analytical Intelligence	Integrate analytics, AI, and data-driven decision support into strategic management processes while maintaining appropriate human oversight and data governance	Higher-quality decisions, improved forecasting, and reduced strategic uncertainty
Learning Intelligence	Promote continuous learning, leadership development, organizational reflection, and capability-building programs	Increased innovation, employee development, and continuous capability renewal
Adaptive Intelligence	Encourage organizational flexibility, experimentation, decentralized decision-making, and rapid response mechanisms	Greater organizational agility, resilience, and responsiveness to environmental change
Collaborative Intelligence	Build cross-functional teams, strengthen communication channels, and encourage collaborative problem-solving	Improved coordination, stronger innovation capability, and enhanced organizational effectiveness

The framework also has practical value for assessing organizational capabilities. These dimensions can be used by managers as a diagnostic tool for the intelligence capability of their organization. The regular review of Strategic Intelligence, Knowledge Intelligence, Analytical Intelligence, Learning Intelligence, Adaptive Intelligence, and Collaborative Intelligence may help organizations recognize capability gaps and make the necessary strategic investments, and subsequently measure their performance over the long run. The framework is not just a theoretical model but also a practical tool that can be used to enhance competitive advantage, organizational resilience, as well as business excellence within a changing environment.

10. Future Research Directions

As a higher-order strategic capability, Organizational Intelligence is theoretically grounded in the OISCF. As a conceptual framework, it provides a wealth of potential empirical and theoretical research possibilities that must be developed to test the framework, define its scope, and consider its applicability across different contexts. Because the present study is conceptual and does not provide empirical validation of the proposed relationships, its managerial implications should be regarded as theoretically informed directions rather than empirically established prescriptions. In this respect, future studies should focus on theory testing, new measures, situational validation, and practical implementation to enhance the emerging literature on Organizational Intelligence [24,25].

A central priority for future research is to develop valid, reliable, and standardized measurement tools for Organizational Intelligence. Although this research conceptualizes Organizational Intelligence as a multidimensional construct that includes Strategic Intelligence, Knowledge

Intelligence, Analytical Intelligence, Learning Intelligence, Adaptive Intelligence, and Collaborative Intelligence, the dimensions must be empirically operationalised. The proposed dimensions should be evaluated empirically for construct validity and measurement-scale reliability in future studies. These initiatives would provide a substantial empirical basis for the subsequent theorization and model modifications [24].

The proposed relationships between Organizational Intelligence and organizational performance outcomes should be examined in future research. Although this research proposes that Organizational Intelligence positively affects the quality of strategic decisions, innovation, organizational agility, resilience, sustainable competitive advantage, and business excellence, these relationships need to be empirically confirmed in a variety of organizational environments. Evidence needed to clarify the nature and strength of these proposed relationships could come from longitudinal studies, mixed-method research, and the use of structural equation modeling [1,2,20].

Another highly promising avenue of research involves the situational factors that impact the effectiveness of Organizational Intelligence. The link between Organizational Intelligence and the performance of an organization may be strengthened or weakened by factors such as the size of the organization, the nature of the industry, the culture of the organization, leadership and management styles, governance frameworks, and the organization's level of digital maturity. Comparative research across public and private organizations, multinational corporations, small and medium-sized enterprises, and nonprofit organizations would clarify the conditions under which Organizational Intelligence yields the greatest strategic value [5,6,7].

The connection between artificial intelligence and advanced analytics points to opportunities for future interdisciplinary research. Although this paper distinguishes between Organizational Intelligence and Artificial Intelligence, the relationship between the two constructs remains open to further research. The impact of explainable artificial intelligence, generative AI, predictive analytics, digital twins, and intelligent decision-support systems on the development of Organizational Intelligence and the quality of managerial decision-making warrants future research. Such work would improve understanding of the interaction between technological and human intelligence in optimizing the practice of strategic management in digitally transformed organizations [6,8].

Cross-national and cross-cultural research will be an important extension of the framework. The way Organizational Intelligence evolves may be influenced by institutional settings, cultural norms, regulations, and national systems of innovation. Comparative research would serve to verify the broad applicability of the framework and identify the country-specific adjustments that need to be made in the various organizational contexts [2,16].

When it comes to the formation of Organizational Intelligence, future conceptual research should expand the theoretical foundations of Organizational Intelligence by incorporating strategic management, organizational behavior, leadership, innovation management, digital transformation, as well as sustainability. Such studies will enhance the explanatory power of the framework and will also unravel additional organizational competencies and contextual influences resulting in business excellence. Further theoretical development can assist in moving Organizational Intelligence from a conceptual idea to a well-established and empirically verified domain of strategic management [5,24].

The combination of these directions provides a coherent agenda for advancing Organizational Intelligence scholarship. Future empirical studies conducted across diverse organizational settings will be particularly important for validating the proposed dimensions, relationships, and boundary conditions of the OISCF. Such evidence can also determine whether the managerial implications identified in this study hold consistently across industries, organizational sizes, and cultural contexts.

Together with further theoretical elaboration, this empirical work can strengthen the framework's practical applicability and contribute to establishing Organizational Intelligence as a well-supported strategic capability for long-term business excellence.

11. Conclusion

Firms are compelled to adapt to rapid technological change, increasing uncertainty, and heightened competition. This has shown the limits of treating the elements of knowledge management, organizational learning, business intelligence, and artificial intelligence as separate organizational capabilities. Even though each capability contributes to organizational performance, none of them individually describes how organizations systematically convert knowledge, analytical insight, and managerial expertise into sustained strategic value. To deal with this issue, this paper defines Organizational Intelligence as a higher-order strategic ability that combines these complementary capabilities within one framework.

The study's main contribution is the formulation of the OISCF. This model positions Organizational Intelligence as a multidimensional capability encompassing Strategic Intelligence, Knowledge Intelligence, Analytical Intelligence, Learning Intelligence, Adaptive Intelligence, and Collaborative Intelligence. It integrates the respective dimensions of the framework to illustrate how organizations can acquire, comprehend, synthesize, and apply knowledge to enhance strategic decision-making, strengthen organizational adaptability, and facilitate business excellence.

The second contribution is the integration of several theoretical perspectives into one conceptual framework. Complementary theories of strategic management, organizational learning, knowledge management, systems thinking, and decision intelligence have been applied in this study to explain the emergence and strategic significance of Organizational Intelligence, as opposed to a single theory. This approach reduces conceptual fragmentation and deepens understanding of the construct and its dimensions, antecedents, and consequences.

The study also offers practical value for organizational leaders and decision-makers. The suggested model demonstrates that Organizational Intelligence must be seen as an integrated strategic capability of the whole organization and should not be perceived as a technology-based initiative or a separate management activity. Organizations should combine strategic leadership, knowledge management, organizational learning, collaborative practices, analytical abilities, and adaptive decision-making within a unified organizational system to sustain long-term competitiveness. The integration enhances the quality of strategic decisions, organizational agility, innovation, resilience, and sustainability of business excellence.

Although the study makes several contributions, the conceptual design of the study also creates limitations. The suggested framework, dimensions, and propositions should therefore be tested in different organizational settings, industries, and institutional contexts. Further studies should develop measurement tools for Organizational Intelligence and examine the linkages in the framework as well as the contextual conditions that affect its relevance. This type of empirical research will increase the construct's theoretical maturity and its practical applicability.

To sum up, Organizational Intelligence ought to be viewed as an organizational ability that integrates knowledge, learning, analytics, and collaboration into sustained strategic value. The Organizational Intelligence Strategic Capability Framework provides a coherent basis for understanding this capability, refining theory, guiding research, and supporting managerial practice. As business environments become more complex, Organizational Intelligence is expected to become more important for maintaining competitive advantage and sustaining business excellence.

Funding

No external funding was received for this research.

Conflicts of Interest

The author declares no conflict of interest.

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