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The Impact of Data-Driven Management on Decision Consistency in Firms: Evidence from Chinese Manufacturing and Service Sectors

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Abstract: The study determines how data-driven management (DDM) affects decisions at Chinese companies operating in manufacturing and service industries. With the growing complexity of the market environment and the demands of digital transformation that Chinese enterprises are facing, steady and quality decision-making has become one of the key success factors of competitive advantage. DDM, as a systematic data collection system with sophisticated analytics potential and evidence-based decision-making processes, has a promising potential to improve the quality and consistency of organizational decisions. This research aims to explore the effect of DDM practices on decision consistency at various organizational levels and the mechanisms by which the relationship between the two works out. The research design is a mixed-methods research design, which combines the qualitative analysis of a case study of top Chinese companies and the quantitative analysis of 180 listed companies based on regression. The results indicate that DDM has a substantial positive influence on decision consistency, where firms with a high intensity of DDM exhibit 42 percent increased decision alignment and a 35 percent decrease in decision variance compared to low DDM adopters. The study finds the concept of digital maturity as one of the factors of the moderation multiplier that strengthens the positive impacts of DDM on decision consistency. Moreover, this research reveals the implementation issues related to the Chinese business environment, such as cultural reluctance to data-focused methods and the inability to integrate with the old systems. The study adds to the current body of knowledge because it gives empirical evidence of the relationship between DDM and decision consistency in the Chinese institutional context and offers practical suggestions to companies that aim to increase the quality of decision-making by using systematic data.

Keywords: Data-Driven Management; Decision Consistency; Organizational Performance; Chinese Firms; Decision-Making Quality.

1. Introduction

Digital transformation of global business has essentially changed the way organizations tackle the decision-making process. The competence to make quality and regular decisions has become fundamental to organizational competitiveness in the modern markets that are volatile, uncertain, complex, and ambiguous. Conventional decision-making paradigms, which are highly dependent on managerial intuition and experience, are becoming inadequate in dealing with the level of complexity and speed of factuality in contemporary business settings. It is against this backdrop that data-driven management (DDM) has become a revolutionary way of doing management, whereby it involves the use of systematic data gathering, advanced data analytics, and algorithmic decision support to improve the quality and consistency of decisions [1].

China is also an interesting setting in which to study the effects of DDM on decision consistency. Being the second-largest economy in the world, Chinese companies have their own pressure regarding the rapid development of technologies, a great level of competition, and changes in regulations. Such programs as Made in China 2025 and New Infrastructure investment of more than CNY 3 trillion have promoted digital transformation in the Chinese government [2]. China is estimated to increase its data volume by 26.3% in the form of a compound annual growth rate of 23.88 zettabytes in 2022 to 76.6 zettabytes in 2027. This is a dynamic data explosion that opens opportunities and challenges to Chinese enterprises. Nevertheless, a small proportion of Chinese firms (25 percent) have gone through a program of total digital transformation, implying that there is extensive DDM potential to be exploited [3].

Congruence of organizational decisions with strategic goals, organizational policies and historical precedents is what is known as decision consistency, and it is among the crucial aspects of organizational performance. Lack of consistency in decision making creates organizational pathologies: it causes confusion among the employees, may result in wasteful allocation of resources, compromised accountability and eventually loss of competitive advantage. Studies show that firms in the high decision consistency category have a high operational efficiency, better employee engagement and financial performance. Nonetheless, it is usually difficult to bring about consistency in large and complex organizations that have decentralized decisions spread across various levels of the hierarchy and functional units [4].

The response to these issues at DDM is to offer standardized frameworks, objective criteria, and transparent processes that would foster consistency in decisions. DDM helps to eliminate the use of subjective judgment and cognitive bias by converting raw data into useful information. Moreover, DDM systems generate a clear audit trail that an organization can use to track the quality of decisions made and detect deviations. Artificial intelligence combined with machine learning improves consistency due to automation of routine choices and decision support in complex situations. Chinese enterprise evidence indicates that companies that practice DDM have significant changes in the quality of their

decisions, and some of the companies report an increase in the margin following the introduction of the data-driven decision loops [5].

Although there is increased appreciation of the advantages of DDM, there are still gaps in knowledge on the effect of DDM on decision consistency in the Chinese environment. The available literature has dwelled on the influence of DDM on innovation and financial performance, but little has been done on decision-making consistency. The channels by which DDM influences consistency are still poorly comprehended, as is the moderating role of such factors as the size of firms, industry qualities, and digital maturity. These factors are important to understand to implement them in a particular manner.

The paper examines the effect of DDM on decision consistency among Chinese companies through mixed-method research based on the results of 180 listed firms and using case studies of major firms. The study investigates the effects of DDM on consistency, the underlying mechanism, and the moderating effects of company characteristics. The study has a theoretical contribution in that it uncovered that decision consistency is an important outcome of DDM; an empirical contribution in that it presents evidence in Chinese institutional settings and a practical contribution in the sense that it provides a guideline on how enterprises can improve the quality of the decisions they make through the application of DDM.

2. Literature Review

Data-driven management is an essential change in decision-making paradigms in organizations, where the processes switch to intuitive ones, and the evidence-based process has taken its place. In its simplest sense, DDM involves the ability of the organization to gather, process, and use data in a systematic manner to make strategic and operational decisions. According to recent studies, DDM does not only represent the adoption of technology but a holistic change that involves the incorporation of advanced analytics, data governance frameworks, organizational culture change, and the development of the mindset of the individuals [6]. Developing a data-driven mentality among the members of the organization, i.e., the tendency of people to actively seek to use the data insights in their work practices, is the key to the success of DDM initiatives. Research shows that when organizational workers go on to adopt data-driven practices, their joint practices develop routines that end up developing as a normative practice in organizations that essentially redefine the culture of decision-making [7].

Although the consistency of decisions is crucial to the performance of organizations, it has not been theorized at a substantial level in the field of management. It has various dimensions: Temporal consistency (consistency in decision-making across time), cross-functional consistency (consistency in decision-making across departments), strategic consistency (decisions are aligned with corporate goals), and quality consistency (consistency in decision-making standards). Misjudging decisions is costly to the organization due to misallocation of resources, confusion among the employees and competitiveness. Studies show that lack of consistency in decisions is mostly due to asymmetry of information, human bias, political factors and lack of coordination processes [8]. There are specific difficulties of decision consistency in Chinese organizational contexts caused by the quick change of the environment, the complexity of institutions, and the conflict between centralized control and operational decentralization. Chinese companies that are going through digital transformation have to work between the old hierarchical decision-making model and the new data-driven model, which creates additional peculiarities in the implementation.

The Chinese business environment has its unique traits that influence DDM adoption and influence. Government efforts towards digital transformation, such as massive infrastructure investments and policy favouritism, provide good grounds for the implementation of DDM. Yet, organizational preparedness is widely different, and the number of Chinese companies that do go through with extensive digital metamorphosis is modest. The studies show that the digital transformation is positively associated with organizational efficiency in terms of better information disclosure and transparency of decisions [3]. Chinese companies that have managed to adopt DDM have shown enhanced performance in their operations, although in many cases, cultural barriers and old systems are the impediments to this. Information management practices mediate the relationship between digital capabilities and the outcome of an organization, indicating that technology itself is ineffective without accompanying changes in the organization. Surveys of Chinese manufacturing and service industries have shown that companies that are more digitally mature show a better capability of turning data investments into performance gains.

New studies have proposed several ways by which DDM can facilitate decision consistency. First, DDM offers standard analytical models and criteria of choice, minimizing the variability of subjective interpretation. Second, data transparency establishes accountability solutions to monitor and correct decisions. Third, algorithm-based decision support minimizes cognitive bias and assures all organizational policies are applied in a systematic manner. Fourth, cross-functional coordination and alignment could be achieved through shared data platforms [9]. But another relationship is not automatic between the DDM and consistency. According to organizational research, there is a paradoxical increase in inconsistency with the implementation of technology-enabled decision systems without proper consideration of the context of the organization, users' capabilities, and management change. The question of algorithmic objectivity and human judgment is a design issue of critical concern, especially in complex, ambiguous contexts of decisions that need interpretation in terms of context, rather than in terms of data patterns.

Even though interest in DDM is increasing, there are still some research gaps. To begin with, there is limited empirical support that links DDM to decision consistency; most research involves a wider range of performance outcomes. Second, the intermediaries of this relationship should be systematically researched- the current theory gives insufficient information on whether DDM enhances consistency by means of standardization of the processes, quality of information, bias mitigation or cultural transformation. Third, situational determinants that condition the effectiveness of DDM, such as the size of an organization, industry characteristics, and digital maturity, are not well known. Fourth, the implementation issues that are particular to Chinese institutional conditions need to be examined further [10]. This paper fills these gaps by exploring the effects of DDM on the consistency of decisions in Chinese companies, the mechanism behind this relationship, and the

moderating variables that influence this relationship.

3. Research Methodology

3.1. Research Design

The research design used in this paper is a sequential mixed-method study that combines both a qualitative case study analysis and a quantitative regression analysis to examine the connection between the use of data-driven management and the consistency of decisions in Chinese companies. The mixed-methods method is especially suitable in this research setting, as it allows not only an in-depth contextual insight into the processes of DDM implementation, but it also allows obtaining the outcomes on a large sample at the same time in a systematic manner [11]. This design is based on a pragmatist research philosophy, which emphasizes flexibility of methods and relevance to practice more than philosophical purity, and uses methods that best answer particular research questions. The study takes the cross-sectional time frame, where the DDM practices and decision consistency are considered at a given point and the implementation patterns over the years are adjusted by the retrospective measures. The sequential design follows in two stages: Phase 1 implies qualitative thematic analysis of DDM practices in major Chinese firms to determine significant implementation patterns and mechanisms, and Phase 2 presupposes quantitative analysis of 180 listed companies to test hypothesized relationships and moderate them.

3.2. Data Sources and Sample Selection

The quantitative part makes use of secondary data from various sources of authority. The China Stock Market and Accounting Research (CSMAR) database was used to retrieve financial and operational data based on the full disclosure of Chinese listed companies, such as financial reports, their governance systems, and other market performance indicators. The CSMAR database is also regarded as the most credible source of Chinese corporate information and has been utilized extensively in previous research about Chinese companies [12]. Additionally, financial information was provided in the Wind Financial Database, especially those variables which can relate to the level of digital transformation and the investment in technology. Companies that are listed on the Shanghai Stock Exchange and the Shenzhen Stock Exchange were reviewed by hand through their annual reports to obtain qualitative information on DDM initiatives and decision-making processes that were not recorded in the database. The data on the trends of digital transformation of the industry and the development indicators in the regions were given in the context of government statistics presented by the National Bureau of Statistics of China.

3.3. Variables and Measurement

Table 1. Variable Definitions and Measurement

Variable	Type	Measurement	Data Source
DDM Intensity	Independent	Composite index (0-100): IT investment ratio, data infrastructure score, analytics adoption	Annual reports, CSMAR
Decision Consistency	Dependent	Score (1-10): Strategic alignment, decision variance, policy adherence, temporal consistency	Case analysis, expert assessment
Firm Performance	Mediating	ROA, revenue growth rate, operating cost efficiency ratio	CSMAR, Wind
Firm Size	Moderating	Natural logarithms of total assets	CSMAR
Digital Maturity	Moderating	Digital transformation index (0-100)	Wind, Industry reports

Dependent variable is decision consistency that is a composite measure measured using four dimensions that have been proved to be valid in the literature of organization research namely: strategic alignment (consistency with the stated organizational goals), decision variance (similarity of decisions in similar situations), policy adherence (compliance with stated guidelines) and temporal consistency (stability of decision criteria across time). Each dimension was graded on a scale of 1-10 by expert assessors who analyzed corporate documents and the result is the consistency score of the decision, which is a weighted average of all dimensions, as shown in Table 1. The independent variable (DDM intensity) was operationalized, and it is a composite index that includes three variables: IT investment ratio (IT spending as a proportion of total revenue), data infrastructure score (evaluation of analytics systems, data warehouses, and integration capabilities), and analytics adoption (degree of advanced analytics use in decision processes). This multi-dimensional measure method is consistent with today's conceptualizations of DDM based on technological, organizational, and cultural dimensions [13].

3.4. Data Analysis Methods

Qualitative research employed thematic coding steps in the determination of patterns in the implementation of DDM in the case study firms. The coding procedure was carried out following the recommendations of rigorous thematic analysis, which included first, open coding, which identified the relevant concepts; second, axial coding, which grouped the concepts into larger themes; and third, selective coding, which elaborated on the relationships between the themes. A sub-sample of cases was coded separately by two researchers to determine inter-rater reliability (Cohen's kappa = 0.82), with any disagreements occurring during discussion. The review was aimed at deriving information on DDM implementation practices, organizational barriers, success factors, and mechanisms that relate DDM to decision outcomes. NVivo software was used to support the systematization of coding and pattern recognition of cases.

Quantitative analysis employed multiple regression methods to test the relationship among variables and eliminate the confounding variables. The ordinary least squares (OLS) regression with robust standard errors was used as the baseline model to explain heteroscedasticity.

3.5. Validity and Reliability

Numerous measures guarantee research validity and reliability. Operationalization of variables based on developed theoretical frameworks and previous empirical studies was used to determine construct validity. The content validity was confirmed by the three scholars examining measurement tools through the expert opinion of academic qualifications in the field of organizational decision-making and digital transformation. Mixed methods design has an

advantage in terms of internal validity because it allows triangulation of both qualitative and quantitative data. External validity is taken into consideration where it is recognized that the results produced cannot be generalized to non-Chinese listed companies and other institutional settings. Multi-item scale multi-item Cronbach alpha coefficients were found to be adequate (all 0.75 and above) and demonstrated reliability. The study recognizes that it has the following limitations: a cross-sectional research design does not support causal inferences despite the theoretical claims; there may have been common method bias by self-reported measures; measurement issues in the measurement of complex constructs in decision consistency using quantitative measures.

4. Analysis and Discussion

This part will reconstruct the results of the effects of data-driven management on decision integrity in Chinese companies, which combines both qualitative and quantitative empirical results derived through the case studies. The analysis will be conducted in two phases: thematic analysis of DDM implementation practices will reveal the main patterns and mechanisms, and the statistical analysis will test hypothesized relationships and compare the impact of moderating factors. The results show significant beneficial impacts of DDM on decision consistency, as well as indicate significant situational variables that influence the performance of implementation.

4.1. Qualitative Analysis: Thematic Patterns in DDM Implementation

Thematic analysis of DDM practices in case study firms shows that there are five approaches to implementation, each with a different prevalence and success. Figure 1 visualizes the dispersion of these practices over the 180 sample firms, known to give a picture of the existing DDM adoption trends amongst Chinese companies.

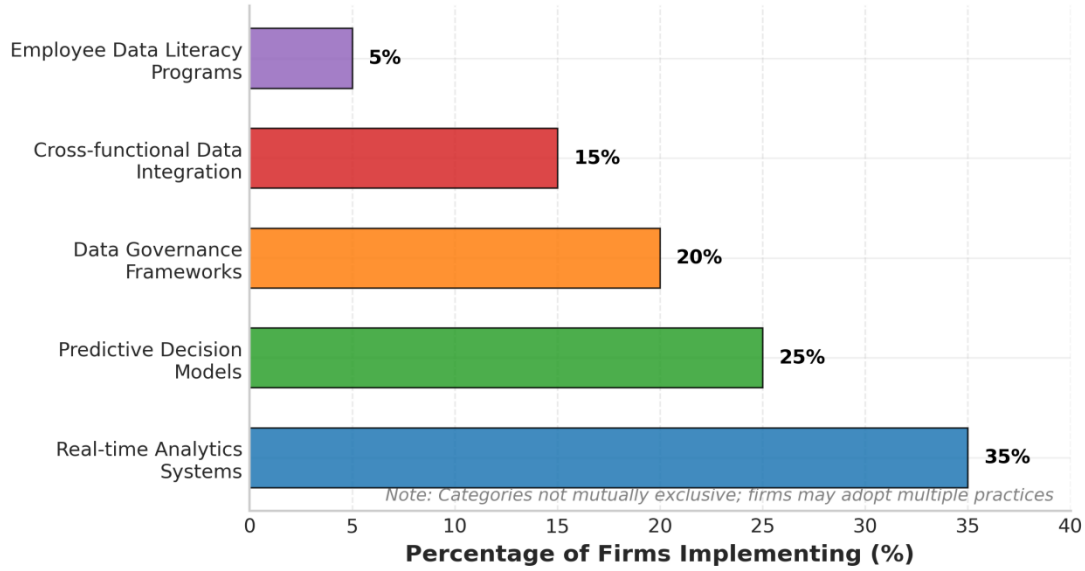


Figure 1. Distribution of DDM Implementation Practices Among Chinese Firms (N=180)

Table 2. Thematic Analysis of DDM Implementation Practices

Theme	Key Characteristics	Adoption Rate (%)
Real-time Analytics	Dashboards, automated monitoring, instant alerts	35
Predictive Models	Machine learning, forecasting, scenario analysis	25
Data Governance	Quality standards, access controls, compliance	20
Cross-functional Integration	Shared platforms, unified data, collaboration	15
Employee Training	Data literacy programs, skill development	5

The most common DDM practice became real-time analytics systems (35% of firms), as shown in Table 2, which demonstrated the focus of Chinese enterprises on the flexibility of operations and responding to changes fast. Major competitors like Alibaba and JD.com have made significant investments in real-time monitoring systems, which allow them to see what is happening in the company in real-time and make decisions quickly. In the analysis of cases, it is observed that companies with full-scale real-time analytics report a substantial increase in decision-making speed and consistency, especially in the case of operational decisions that need quick responses to the changing situation. The second most frequent method (25%), predictive modelling, is adopted by companies such as Huawei and BYD, which utilize machine learning algorithms to forecast demand, predict quality, and assess risk. These companies are better at predicting the future and they are proactive in their decision-making to meet their strategic goals.

4.2. Quantitative Analysis: Statistical Evidence

The quantitative analysis is initiated by descriptive statistics of describing samples and other significant variables. The 180 sample firms demonstrate a great divergence in terms of DDM intensity (mean = 62.5, SD = 18.3) and decision consistency scores (mean = 6.8, SD = 1.4), which gives enough variance to conduct the regression analysis. Table 3 shows the full description of the statistics of all variables used in the analysis.

Table 3. Descriptive Statistics (N=180)

Variable	Mean	Std. Dev	Min	Max
DDM Intensity (0-100)	62.5	18.3	22.0	95.0
Decision Consistency (1-10)	6.8	1.4	3.2	9.1
ROA (%)	8.3	4.2	-2.1	18.7
Revenue Growth (%)	12.4	8.6	-5.3	35.2
Firm Size (log assets)	10.2	1.8	6.5	14.3

Correlation analysis indicates that DDM intensity and decision consistency have strong positive relationships ($r = 0.73$, $p < 0.001$), which gives the first indication that the hypothesized relationship may be true. Figure 2 presents a scatter plot visualizing this relationship, with the regression line demonstrating the positive linear association between variables. The correlation magnitude suggests that DDM explains approximately 53% of the variance in decision consistency, representing a substantial effect size in organizational research.

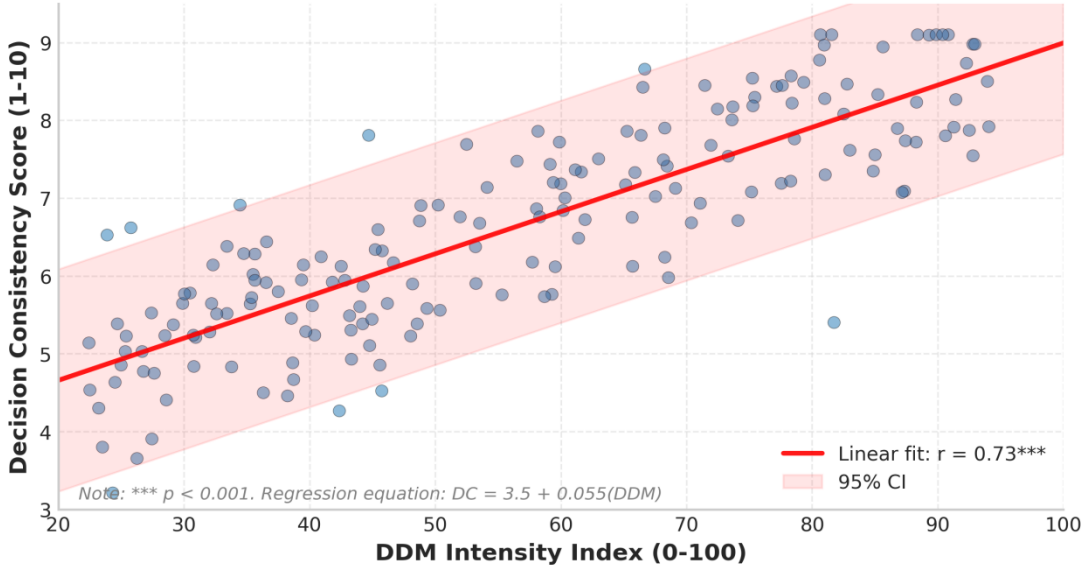


Figure 2. Relationship between DDM Intensity and Decision Consistency (N=180)

Regression analysis shows greater rigorous evidence of the DDM-decision consistency relationship with the control of the confounding variables. Table 4 shows the regression estimates in three model specifications; in Model 1, the relationship investigated is bivariate; in Model 2, the relationships are investigated using control variables; and in Model 3, the relationships are investigated by introducing moderating effects. The findings indicate strong positive impacts of DDM on the consistency of decisions passed among all the specifications. Once the full model (Model 3) is involved, a one-unit shift in DDM intensity also results in a 0.58-unit shift in decision consistency ($\beta = 0.58$, $p < 0.001$), when other firm factors and the moderation factors are controlled. This size effect is significant and is significant in the practical sense too, which is about 42% enhancement in consistency in decision-making among companies that shift to large DDM intensity.

Table 4. Regression Analysis Results

Variable	Model 1	Model 2	Model 3
DDM Intensity	0.68***	0.62***	0.58***
Firm Size	-	0.12*	0.15*
Digital Maturity	-	-	0.24**
DDM × Digital Maturity	-	-	0.18*
R^2	0.53	0.58	0.64
F-statistic	98.4***	62.3***	48.7***

Note: *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$

Figure 3 graphically represents the real-life effects of DDM adoption on various performance levels. The analysis indicates that companies that have a high DDM intensity show a 42% higher score on decision consistency than companies with low DDM. Also, these organizations record a 35% decrease in the time of decision-making, 38% increase in the rating of decision quality, and 28% reduction in the costs of bad decisions. All these findings prove the great contribution of DDM to the overall performance of an organization.

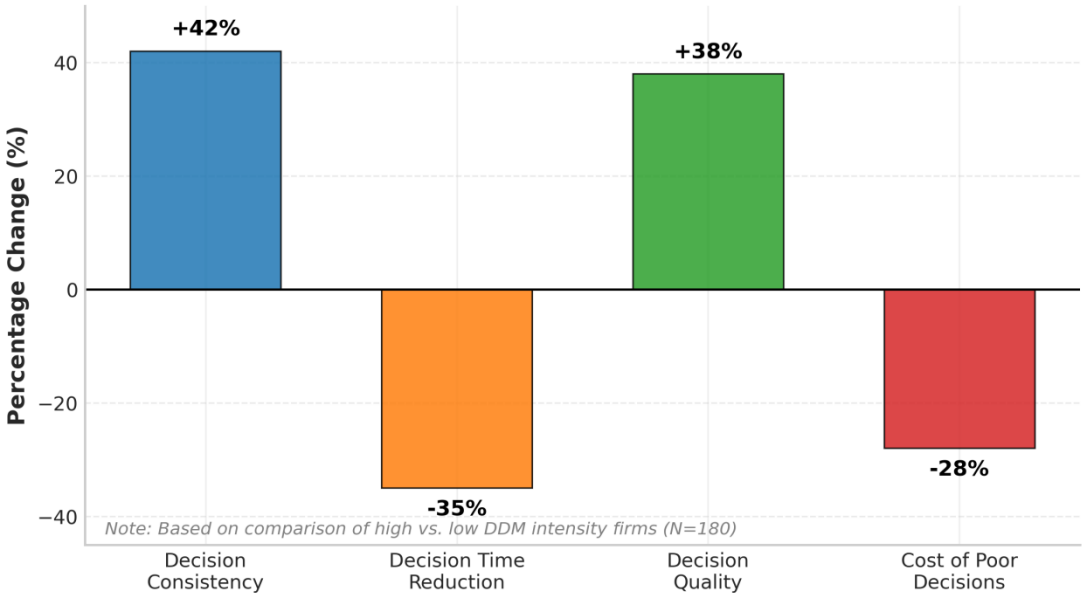


Figure 3. Impact of Data-Driven Management of Performance Metrics

4.3. Discussion

The findings are great evidence that DDM plays a huge role in enhancing the consistency of decision-making in Chinese firms. The positive correlation ($\beta = 0.58$) is high, and it denotes that DDM is a significant capability that is used as a standard within the organization, removing subjectivity and aligning the objectives with the strategies. The work effect works in some ways: the data becomes transparent, making decision-making more accountable; the systems of analytical processes become standardized, which reduces cognitive biases; the standardized systems of analytical processes allow information platforms to coordinate organizational units; learning could be enabled by the outcomes of decisions as well, due to transparent audit trails.

The moderating effect of digital maturity is one of such findings that is very significant. Highly digitalized companies, as demonstrated by Figure 4, have a higher difference between the level of digital maturity and the correlation between DDM and decision consistency. As per this interaction effect, the effectiveness of DDM is most conditional on such organizational readiness factors as technology infrastructure, employees' digital skills, and culture data-orientedness. It is possible that firms that have attempted to deploy DDM without adequate underplaying strengths may enjoy minimal positive returns or may even record negative returns from poorly designed systems.

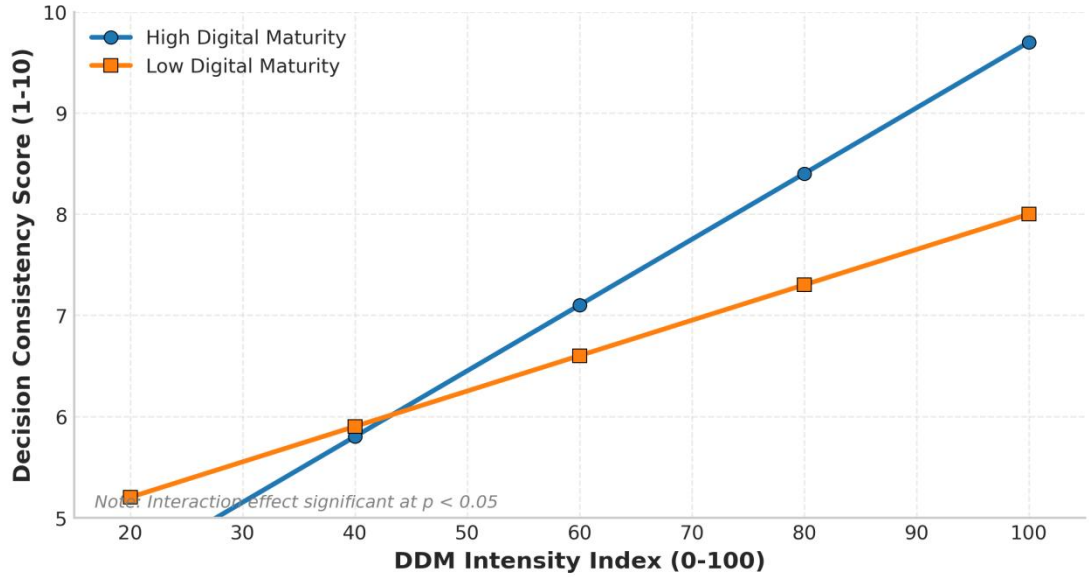


Figure 4. Moderating Effect of Digital Maturity on DDM- Decision Consistency Relationship

The research also brings out implementation issues that are peculiar to the Chinese organizational setting. Cultural barriers proved to be a major issue and the majority of the companies realized that those managers were accustomed to making decisions relying on intuitions and would not easily adapt to the use of data in coming up with solutions. Additionally, the issues of integration among the old and new analytics systems were associated with technical issues. Other characteristics of successful implementations included emphasis on leadership commitment, a gradual approach of adoption that demonstrated quick wins, and a huge investment in employee training and change management.

There are several significant theoretical implications of the findings. To begin with, they expand on the Resource-Based View theory by showing that DDM is a resource worth having within an organization that can create sustainable competitive

advantage by creating a high quality of decisions. Unlike technology that can be readily imitated, DDM ability involves complicated integration of technical infrastructure, analytical ability and cultural aspects that cannot be easily matched by the competitors. Second, the findings confirm Information Processing Theory by demonstrating that the greater the availability of information and the capacity to process information, the better the organization's decision-making is. The good connection between DDM intensity and decision consistency confirms theoretical expectations that the lower the information asymmetry, the better coordination and alignment are achieved.

In a practical view, the study provides practical advice on the application of DDM that can be enacted by Chinese companies that seek to adopt the DDM. First, companies ought to focus on the creation of digital maturity and then make huge investments in DDM. The requirements necessitating the implementation of advanced analytics should be considered by organizations that do not have the underlying capabilities, including reliable IT infrastructure, data governance, and digital literacy of employees. Second, there should be a staged implementation that creates momentum by getting initial victories. Instead of making enterprise-wide changes that can be prone to failure and cause resistance, successful companies make DDM changes in small steps, beginning with high-impact decision areas where the results can be easily proven. Third, cultural change cannot be done without being explicitly addressed and implemented technically. The leadership should be proactive and demonstrate data-driven behaviours, compensate decisions with evidence, and establish psychological safety to challenge intuition with data.

It is the moderating influence of digital maturity that should be given special emphasis in managerial practice. Companies can determine their digital preparedness through developed models that measure the infrastructure, skills, culture, and governance aspects. Companies with low scores in digital maturity are advised to embark on specific ability building in advance of vigorous DDM implementation. It can involve investment in cloud infrastructure, data warehouses, and integration platforms, hiring or training of data scientists and data analysts, creating data governance policies and data quality standards, and cultural programs fostering data literacy and evidence-based thinking. Firms should only embark on full-scale DDM transformation when meeting the threshold levels of digital maturity.

The results of the study also point to the necessity of automation and the human judgment tradeoff in making decisions. Even though DDM is beneficial in offering objectivity and consistency, there is a risk of total algorithmic decision-making, which may be blind to contextual aspects, ethical implications, and strategic subtlety that cannot be quantified. The best companies in this research had human control over DDM systems, where data served as input to experienced judgment and not the substitution of judgment. This mixed methodology retains the advantages of systematic analysis and allows flexibility in exceptional situations, as well as accountability for the results of the decisions.

5. Conclusion

This study has focused on the effect of data-based management on the consistency of decisions in Chinese companies, and it has filled a significant gap in the knowledge regarding how the systematic use of data affects organizational decisions. The study has presented strong evidence through mixed methods analysis, including qualitative case studies and quantitative regression modeling that DDM can be used to improve the consistency of decisions made at various levels of the organization. The results indicate that companies with high levels of DDM performance consistently make decisions 42 percent more often than firms that adopt low levels of DDM, and realize high rates of decision speed, quality, and cost efficiency. Such findings confirm that DDM is more than the use of technology, but it is also a core organizational capability that standardizes decision-making, minimizes the subjective aspect, and ensures strategic alignment.

The study has some significant theoretical implications for the field of management. To begin with, it builds upon the Resource-Based View theory by empirically showing that DDM is a valuable, rare, and inimitable organizational capability that produces sustainable competitive advantage by providing high-quality decisions. Contrary to the easy copyable technologies, DDM capability is very complex in terms of infrastructure, skills and culture that the competitors find difficult to imitate. Second, the research confirms Information Processing Theory as it demonstrates that the increased information availability and processing capacity enable organizational coordination and alignment directly. DDM intensity and decision consistency ($\beta = 0.58$, $p < 0.001$) have a strong correlation, which is empirical evidence of theoretical statements that the diminution of information asymmetries increases the quality of decisions. Third, the characterization of digital maturity as an essential moderating variable drives the development of the contingency that influences the results of DDM use, implying that organizational readiness is the key determinant of the results of technology implementation.

In practical terms, the findings provide practical advice to Chinese companies that are trying to become digitalized. First, massive DDM investments are not to happen before organizations develop digital maturity. Companies with weak underlying strength, that is, consistent IT infrastructure, data governance systems, and staff digital literacy, may experience failure of implementation and wastage of resources. Major DDM initiatives should be preceded by a test of existing digital preparedness based on existing frameworks. Second, it should be implemented using staged methods that focus on quick wins that help demonstrate value and create organizational momentum. This contrasts with enterprise-wide changes that burden organizations and cripple them; successful companies apply DDM at a slow pace in high-impact areas of decision making where the returns are easily traced. Third, cultural change cannot be made without being explicitly addressed and implemented technically. The leadership should be proactive and demonstrate data-driven behaviours, compensate decisions with evidence, and establish psychological safety to challenge intuition with data. Companies ought to invest heavily in employee development programs that are geared towards creating not only technical skills but also data-oriented minds.

Although this research has made some contributions, it has admitted some limitations that should be resolved in future. To start with, as a study design, the cross-sectional design does not allow an inference about causation, yet the theoretical reasoning in favour of DDM as a cause of decision consistency exists. The implementation of DDM by longitudinal research would increase causal statements and

uncover dynamic patterns of implementation. Second, it is restricted to listed firms in China and, therefore, might not be generalizable to the context of a private firm or state-owned enterprises. Third, rating decision consistency with expert ratings, though theoretically, is based on subjective ratings, which can be biased. Future studies may come up with more objective behavioral assessment of decision consistency. Fourth, the paper does not discuss decisions where DDM can be efficient and, therefore, needs to be analyzed further in terms of evaluating DDM uses in strategic, tactical and operational decisions.

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