SHORT COMMUNICATIONS

Business Intelligence as a Tool for Evidence–Based Public Governance

Yousif A*

Department of Management, College of Business Administration, Prince Mohammad Bin Fahd University (PMU), Saudi Arabia

Abstract

Public governance institutions are increasingly required to make timely and accountable decisions within data-intensive environments. Business Intelligence (BI) has emerged as a practical mechanism for transforming administrative and digital data into actionable insights that support evidence-based public decision-making. This short communication highlights the relevance of BI in public governance, focusing on its contribution to policy responsiveness, transparency, and operational efficiency, while also addressing institutional and ethical considerations associated with its adoption.

The digital transformation of public administration has significantly expanded the volume and diversity of data generated by governments. Digital public services, administrative platforms, and real–time monitoring systems now produce continuous streams of information. However, many public institutions continue to face challenges in converting these data into meaningful policy insights.

Business Intelligence provides structured tools for data integration, analysis, and visualization that enable public officials to monitor performance, identify inefficiencies, and support informed decision–making. In governance contexts, BI applications have been associated with improved service delivery, enhanced transparency, and better alignment between policy objectives and outcomes. Decision–support dashboards and analytical reporting systems allow policymakers to respond more rapidly to emerging social and administrative challenges.

Despite these advantages, the implementation of BI in public governance is constrained by institutional and ethical

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factors. Data fragmentation across agencies, limited analytical capacity, and resistance to organizational change often hinder effective adoption. Furthermore, ethical concerns related to data privacy, algorithmic bias, and accountability necessitate robust governance frameworks to ensure public trust (Table 1).

This communication emphasizes that Business Intelligence should be understood as a governance instrument rather than a purely technical solution. Effective BI integration requires leadership commitment, interoperable data systems, and ethical oversight mechanisms that align analytical innovation with democratic values. As governments continue to navigate digital transformation, BI offers a critical pathway toward evidence–based, transparent, and sustainable public governance [1–11].

Conflict of Interest

The author declares no conflict of interest.

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Table 1: Business Intelligence Functions and Governance Outcomes.

BI Dimension	Governance Function	Observed Outcome
Data integration	Cross-agency coordination	Reduced fragmentation
Real-time analytics	Policy monitoring	Faster decision-making
Decision-support systems	Performance evaluation	Improved accountability
Predictive analytics	Resource planning	Operational efficiency
Abbreviations: BI – Business Intelligence		