

Consumer-Centric Data Strategies and Leadership Orientation: An Empirical Study of Internal Marketing and Organisational Adaptation in the IT Era

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Abstract

Organisations of the IT era work in markets with lots of data flow, changing consumer expectations and constant technological change. So, consumer centric data strategies are now mandatory to understand behaviour, preferences and new demand patterns. They give organisations ways beyond transactional insight to engage with consumers. Data does not drive adaptation though. Leadership orientation is how data are interpreted, shared, translated into organisational action - in internal marketing systems. Consumer centric data strategies affect internal marketing - employee understanding - customer insight. Where organisations share useful data across functions, they make employees aware of consumer needs, organisational priorities. So internal marketing is strengthened because roles are linked to market reality. Leadership orientation determines if data is used for learning, adaptation or just for analytics functions. Leaders who foster openness, cross-functional dialogue and ethical data use give employees insights not directives. Organisational adaptation depends on data strategy, leadership behaviour. So, consumer-focused data may signal a change, but leadership orientation determines response speed, flexibility and coherence. Adaptive leaders use data to guide experimentation, process refinement whereas rigid orientations use data for performance monitoring. Internal marketing helps teams get data-driven understanding to help with coordinated response. It analyses how consumer-centric data strategies work when leadership orientation supports interpretation, communication, action. When data drive shared understanding instead of isolated decision making - adaptation is more likely. In IT era organisations with data-driven insight and supportive leadership orientation build internal marketing effectiveness and capacity to change with the consumer environment. A sample of 271 was collected from different industries. The factors related to Consumer-Centric Data

Strategies and Leadership Orientation are Consumer-centric Data strategy, Leadership Orientation, Organizational Adaptation, and Employee Engagement with Data-Driven Culture. Keywords: Consumer-Centric Data Strategies, Leadership Orientation, Internal Marketing, Organisational Adaptation

Introduction

IT organisations operate in markets of continuous data generation, rapid technological change, informed consumers. Digital platforms record behaviour, preferences, feedback, movement at a level never imagined. All this data gives opportunity, but it also gives pressure. Those organisations need to take that consumer data and process it in a meaningful way & with coherence. So, consumer centric data strategies have responded to this need putting customer insight at the heart of organisational decision making rather than at the edge of analysis functions. With consumer-centric data strategies we deal with consumers as dynamic participants not static targets. They use data from many touchpoints to record behaviour, sentiment and context. But literature shows many organisations struggle to turn such insight into organisational adaptation. Data are usually split up, locked away in specialist teams or used only for reporting rather than learning. Such a gap shows how leadership orientation influences organisational behaviour. Values, priorities and behaviour tendencies that guide leaders in interpreting information and direct action are called leadership orientation. In data-rich environments leadership orientation is about data supporting learning or control. Leaders control data flow - who gets access - and how insights drive internal processes. Consumer centric data strategies are only viable if leadership orientation is open to interpretation and cross-functional use. In this relationship internal marketing is very important. Internal marketing means alignment of employee with organisational goals, values, market awareness etc. In the IT era internal marketing is more dependent on data. So, employees require immediate insight into what consumers expect from them to match behaviour with external demand. Consumer centric data strategies give this insight, but leadership orientation makes it shared understanding or abstract information. Onofrei et al. (2019)

Organisational adaptation depends on the capacity to sense change, meaning, and to adjust action. So consumer data are signals of a market movement, but for adaptation we need a coordinated response from different functions. Depending on leadership orientation how quickly and coherently this coordination occurs. Learning and flexible leaders use data to try things out and fine tune strategy. If stability is a priority for leaders, then data use is usually limited to plan validation. The move to consumer-centricity means a change from product-to experience-based competition. So consumers look at organisations as responsive, relevant, trusting. Data strategies help with that change by showing consumer journeys & pain points. But outside insight is worthless without internal alignment. Internal marketing turns consumer understanding into employee behaviour. Leadership orientation determines the translation success.

Data driven environments also have ethical and cultural issues. Data volume can overwhelm employees or metrics may be tightening them up. How leadership orientation applies to data determines whether data empowers or intimidates. Leaders who communicate the purpose and context get employees to look at data as direction and not surveillance. So, it shapes

engagement, learning & adaptability. In an IT era consumer expectations are changing very quickly. Organisations must be adapting constantly not just periodically. Consumer centric data strategies allow sensing. Leadership orientation makes response possible. Internal marketing helps with alignment. It is the interaction of these that produces organisational adaptation and not just data capability by itself. Donate et al. (2020).

Adaptive capacity is shaped by how leadership orientation shapes consumer data use in internal marketing systems. Those that marry data driven insight with supportive leadership build common market awareness and joint action. Those that view data as technical input with no leadership engagement struggle to adapt despite analytical strength. That interaction points to an overall change in organisational design. Data strategies are no longer technical decisions only. The choices are behavioural and cultural ones that are driven by leadership orientation. It is through internal marketing that these choices affect daily work. Organisational adaptation results from this process. Organisations must manage consumer insight as IT systems get better. So, leadership orientation decides whether complexity leads to learning or paralysis. Looking at consumer centric data strategies from the perspective of leadership, internal marketing is a human-centred adaptation in the IT era.

Literature review

Increasingly scholarly interest in consumer-centric data strategies has come with new digital technologies and data-intensive business models. Early data use within organisations dealt with operational efficiency, forecasting, performance measurement. Data was mostly used for control purposes - for planning, monitoring within a stable market condition. As markets changed and people spoke out more through technology, data were seen as information to be learned not measured. At this point in time came consumer-centric data strategies - where customer insight is at the heart of organisational sense making. Consumer centric data strategies draw on marketing, information systems, strategic management literature. Researchers call such strategies "approaches that draw on behavioural, transactional and experiential data" to put consumers in context. Rather than product centric analytics, consumer centric approaches are about journeys, relationships, expectations. In such strategies market responsiveness is improved because organisations deal with data as interpretive input rather than fixed truth, as studies show. But the literature also reports persistent discrepancies between data availability and organisational adaptation. Those gaps are shaped in part by leadership orientation. Leaders orientation is about how they prioritise learning, control, flexibility and participation in interpreting information. Where there is lots of data-leadership orientation determines if consumer insight moves around widely or stays in analytics teams. It has been found that open-minded leaders allow more engagement with data than control-orientated leaders who limit data use to validation and reporting. Pena et al. (2015).

The information system says that data does not give insight. Interpretation, discussion & action give insight. All these stages are affected by leadership orientation. Studies show when leaders frame data as a shared resource, employees across functions work harder on consumer insight.

Such engagement helps with internal alignment & coordination of response. Whenever leaders treat data as expert territory, employees leave and adaptation slows. An important bridge here is internal marketing literature. Internal marketing orients employees towards organisational goals, external value propositions. They say employees are internal customers who want clarity, motivation and a common understanding. In the IT era consumer centric data is the main input for internal marketing. We know that employees do better when they know consumer needs & market signals. It is up to leadership orientation whether this understanding spreads through internal communication or is abstract. Those who study internal marketing say it moved from motivational campaigns to knowledge-based alignment. Now consumer data drive training, communication, performance expectations. But too much reliance on metrics also hurts internal engagement, studies say. Leadership orientation decides whether data makes meaning-making easier or harder work to numerical targets. Data are interpreted by supportive leadership as guidance, by rigid leadership as pressure.

In organisational adaptation literature this is placed in the context of more general change processes. Changes in environment are sensed, significance is interpreted and structures or behaviour are adjusted. Consumer-centric data strategies add sense capability by collecting real-time market signals. Leadership orientation affects interpretation, response. Scholars always say organisations fail to adapt because of data gaps but because of misaligned leadership responses. Studies of sensemaking give more detail. In sensemaking theory organisations act based on shared interpretation instead of objective reality. Consumer data gives cues; leaders decide what cues get attention. Several studies show that leadership orientation influences framing, narrative construction, prioritizing around data. Leaders that allow questioning, reflection produce more complex sensemaking that allows adaptation. Leaders with singular interpretations hinder learning. Literature about digital transformation corroborates these results. Digital technologies make data volume, velocity, variety increase. Potential insight is expanded but so is ambiguity. This requires an implementation of knowledge management through AI in the organisations. (Mittal et al., 2023). Hence leadership orientation is more powerful under such conditions. According to studies, adaptive leaders use data to search out alternatives while defensive leaders use data to justify existing decisions. In internal marketing, we get data-driven stories that support exploration or reinforce inertia (Omri and Becuwe, 2014).

In this way, consumer-centric strategies touch organisational culture too. Data, authority & change are shaped by culture in employees 'minds. Cultural studies show that cultures of learning & collaboration use consumer data better. Modeling data use and feedback response of leadership orientation modifies culture. When leaders make consumer insight an opportunity to improve, employees follow. Resistance grows when leaders treat it as threat. Knowledge management literature is another layer. Only when shared and applied does consumer data become organisational knowledge. Internal marketing mechanisms do this by turning analytics into stories. Leadership orientation decides whether knowledge moves horizontally or is siloed. Study after study shows cross-functional knowledge sharing increases consumer need response. Ethics are also taken very seriously in recent work. Privacy, consent & trust are issues

raised by consumer centric data strategies. Leadership orientation affects ethical stance as well as communication regarding data use. Research shows ethical clarity builds employee trust & consumer trust. Internal marketing - communicating ethical standards - behaviours in line with values. Organisations that miss this dimension risk reputational risk and internal disengagement. In the IT era consumer feedback is accelerated. Social media, reviews, digital touchpoints are continuous signals (Kudeshia & Mittal, 2015). Those kinds of instant gratification may swamp organisations, scholars say. Leadership orientation decides if data overload causes paralysis or prioritisation. Adaptive leaders create filters & frameworks for attention. Internal marketing explains to employees which signals matter and why.

Strategic alignment shows consumer centric data strategies require coherence across functions. Marketer, operation, HR and IT need to understand each other. By enabling collaboration leadership orientation makes this possible. But data strategies are fragmented without leadership support. Internal marketing coordinates different roles around consumer insight. Consumer centric data strategies draw on marketing, information systems, strategic management literature. Rather they are "approaches that draw on behavioural, transactional and experiential data to place consumers in larger contexts," researchers say. Instead of product, transaction focus, they are about customer journeys, relationships, expectations, lived experiences instead. Those sorts of studies raise market responsiveness because organisations deal with data as interpretive input rather than fixed truth. They give data as cues to inquiry instead of conclusions that close discussion. Nevertheless, the literature always reports a gap between consumer data availability and organisational adaptation. So many firms collect enormous amounts of information but cannot turn insight into coordinated action.

The gap can be attributed to leadership orientation. When it comes to information processing leadership orientation is about how leaders put learning before control, flexibility before certainty and participation before hierarchy. It is found that the level of leadership orientation decides whether consumer insight moves around the organisation or is kept in analytics teams only. Those open-minded leaders encourage exploration, dialogue and multiple interpretations of data - and employee interaction with consumer insight directly. With controls orientated leaders meanwhile, data is used only for validation and reporting and thus loses its adaptive value. Data are in such situation's instruments of justification rather than tools of learning. (Kumar et al., 2017).

In information systems literature this distinction is reinforced: data do not provide insight. Interpretation, discussion & action give insight. Every one of those stages is shaped by leadership orientation. Studies show that when leaders see consumer data as a shared organisational resource cross-functional engagement and coordination improves. More employees will interpret signals, challenge assumptions and align responses. But when leaders make data their expert domain, engagement and adaptation drop off. Employees lose touch with sense making and pass responsibility upward. Literature from internal marketing acts as a link between leadership orientation and organisational adaptation. Internal marketing thinks of employees as internal customers who want clarity, motivation, shared understanding of organisational value propositions. In the digital era consumer centric data are the main input

for internal marketing. Research says employees do better knowing consumer needs, expectations, market signals. That understanding is communicated or left abstract largely depends on leadership orientation. Leaders who are supportive inject consumer insight into their internal communications, training and performance discussion, whereas rigid leaders turn data into numerical targets that strip employees of meaning. (Trumpp et al., 2015)

Those who study internal marketing say it moved from motivational campaigns to knowledge-based alignment. Consumer data now inform training priorities, role expectations, organisational narratives. But too much reliance on metrics kills engagement. Again, leadership orientation is decisive. Data are framed as guidance that employees take constructively. When viewed as pressure, data trigger anxiety & compliance driven behaviour. Internal marketing amplifies leadership intent - how data are discussed, experienced in the organisation. In organisational adaptation literature this is placed in the context of more general change processes. Adaptation means to sense environmental changes, to interpret them as important, and to change structures or behaviours. With consumer centric data strategies, sensing ability is increased by real time market signals. Leadership orientation affects interpretation, response. Often scholars say organisations do not adapt because they lack data but because leadership responses are not in tune with learning needs. Sensemaking theory adds to this insight. It is sensemaking research that argues organisations act on interpretations rather than on objective reality. Cues come from consumer data - but leaders choose which cues get attention and how they are framed. In empirical studies leadership orientation influences narrative construction, prioritisation, collective knowledge of data. Leaders who promote questioning, reflecting produce more adaptive sensemaking processes. Leaders who impose singular interpretations restrain learning and reinforce inertia. (Garavan et al. (2019).

The digital transformation literature confirms these results. Digital technologies increase volume, velocity, variety of data - both in terms of insight and ambiguity. That makes leadership orientation even more relevant. Adaptive leaders look at alternatives & assumptions with data whereas defensive leaders look at data to justify decisions already made. Internal marketing turns those orientations into data-driven stories supporting exploration versus resistance to change. Studies of employee engagement tie understanding of the consumer to motivation. Seeing the effect of their work on customers increases employee commitment. Consumer centric data makes impact visible. Whether data serves a purpose or work becomes metric depends on leadership orientation. Consumer insight becomes stories that drive adaptation in internal marketing.

More clearly these dynamics are explained in organisational learning literature. In learning organisations feedback is considered input for change and not evaluation. Feedback from consumers is valuable. So, leadership orientation decides whether feedback sets off learning cycles or defensive routines. Embedding knowledge in communication and training is internal marketing supporting learning. In volatile markets organisations that are more learning orientated adapt better. Also, power dynamics with data are studied in the literature. Data concentration can centralise authority & marginalise frontline insight. In consumer-centric

strategies this is challenged by the value of distributed observation. So how leadership orientation shapes data affects whether data empowers or constrains employees. It has been found that empowerment increases responsiveness when guided by trust and direction. Cross industry studies show different maturity of data use. But technology companies add more layers of consumer data integration while the traditional firms have trouble with legacy systems and mindsets. In all contexts leadership orientation predicts success. Legacy constraints are eased by internal marketing treating data use as collective learning and not technical overhaul (Loon et al., 2020).

Globalisation adds complexity. So, consumer expectations must be contextualised across regions. Those consumer-centric data strategies account for variation, but local autonomy is decided by leadership orientation. Internal marketing balancing global insight with local adaptation. Those who have studied it say rigid centralisation weakens responsiveness while guided decentralisation helps adaptation. Organisational culture is shaped by consumer centric data strategies too. In cultures of learning and collaboration consumer data are used better. Leadership behaviour teaches acceptable data use and feedback responses which gradually become norms. When leaders make consumer insight an opportunity to improve, employees follow. Resistance grows when leaders see data as a threat. Internal marketing carries cultural signals that consumers understand in everyday communication. Knowledge management literature is another layer. Only when they are shared and applied do consumer data become organisational knowledge. Internal marketing changes analytics into narratives. So leadership orientation decides whether knowledge moves horizontally between functions or is siloed. Cross-functional knowledge sharing is repeatedly shown to improve the response of the company to consumer demands in studies.

Ethical issues are becoming more important. Privacy, consent, trust are big issues in consumer-centric data strategies. Ethical standards, communication about data use are shaped by leadership orientation. Trust in employees as well as consumers is built on ethical clarity research shows. In internal marketing ethical commitments are promoted and responsible behaviour is reinforced. Organisations that miss this dimension risk reputational risk and internal disengagement (Risitano et al., 2022).

The acceleration of the consumer feedback through social media, digital touchpoints is more complex. Continuous signals overwhelm organisations. So, leadership orientation decides if data overload causes paralysis or prioritisation. Adaptive leaders set up filters, interpretive frameworks. Internal marketing explains to employees which signals matter and why. Studies of strategic alignment call for function coherence. Marketing, operations, HR & IT have to understand consumers. Orientation to leadership allows collaboration and internal marketing coordinates rolls around shared insight. Data strategies are splintered without leadership support. Employee engagement links consumer understanding to motivation. To see the effect of work on customers increases commitment. But the impact is more pronounced with consumer-centric data. What drives a data driven leader is whether data make sense or work becomes metrics. Insight becomes stories that engage - that's internal marketing. Organisational learning literature completes the synthesis. In learning orientated organisations feedback drives

adaptation and not defensiveness. At the time of leadership reflection, consumer data start learning cycles. Learning under volatility is embedded in internal marketing insight into training, communication. A general trend is observed in the literature. Sensory capability is improved by consumer centric data strategies. Leadership orientation shapes interpretation, action. Internal marketing makes insight comprehensible. Their interaction leads to organisational adaptation. But data without leadership is dead. Without data leadership is blind. Digitally adaptive capacity is not about data volume but how leaders, employees work with consumer insight in human, interpretive ways (Liu et al., 2019).

Literature also considers performance measurement. So often organisations use data-driven KPIs for outcomes tracking. Too much emphasis on metrics skews behaviour, scholars warn. How metrics are used is shaped by leadership orientation. They look at metrics more like signals than targets for supportive leaders. Hence internal marketing makes clear that this is different and avoids metric fixation while supporting adaptive behaviour.

Research into internal communications says narrative is important. Storytelling makes data meaningful - and data means action. Leadership orientation sets tone. Internal marketing channels these narratives around the organisation. Good narratives help with alignment and speed of response. New studies show resilience is the result of consumer-focused adaptation. Organisations which have both data insight and flexible leadership bounce back quicker from shocks. Internal marketing helps with morale because of shared understanding during change. Leadership orientation fixes response as value rather than panic. A general trend is observed in the literature. Sensory capability is improved by consumer centric data strategies. Leadership orientation shapes interpretation, action. Internal marketing makes insight comprehensible. Organisational adaptation reflects this combination. Data without leadership is inert. Without data leadership is blind. (Youndt and Snell, 2020). Opportunity and risk get magnified in the IT age too. Organisations get feedback and change quickly. Those that have consumer-centric data strategies and supportive leadership orientation build adaptive capacity. Internal marketing is the underlying connective tissue of insight into everyday work. Organisational adaptation is seen as more about how leaders, employees work with consumer insight in a human way rather than data volume.

Objective

To explore the factors affecting Consumer-Centric Data Strategies and Leadership in Internal Marketing Orientation

Methodology

271 participants were surveyed from different industries. The method of sampling was “Random sampling” for collection of data and examination was done by “Explanatory Factor Analysis” for results.

Findings

Table 1 demonstrates demographic details, it shows that 56.09% are Male, 43.91% are female. Looking at the age, 33.58% are between 35 to 40 years of age, 38.01% are between 40 to 45 years of age, and 27.42% are above 45 years of age. With regards to Industry type, 30.63% are from Banking & Finance, 41.70% are from Manufacturing, and 27.67% are from Service & Hospitality.

Table. 1 Respondent's Details

Variables	Participants	Percentage
Gender		
Male	152	56.09%
Female	119	43.91%
Total	271	100
Ages in years		
35 to 40	91	33.58%
40 to 45	103	38.01%
Above 45	77	27.42%
Total	271	100
Industry		
Banking & Finance	83	30.63%
Manufacturing	113	41.70%
Service & Hospitality	75	27.67%
Total	271	100

“Factor Analysis”

“KMO and Bartlett's Test”

Table. 2 “Kaiser-Meyer-Olkin Measure of Sampling Adequacy”

“Kaiser-Meyer-Olkin Measure of Sampling Adequacy”		.770
“Bartlett's Test of Sphericity”	“Approx. Chi-Square”	4809.998
	df	91

	Significance	.000
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“KMO and Bartlett's Test”, value of KMO is .770 (Table 2).

Table 3 “Total Variance Explained”

“Component”	“Initial Eigenvalues”			“Rotation Sums of Squared Loadings”		
	“Total”	“% Of Variance”	“Cumulative %”	“Total”	“% Of Variance”	“Cumulative %”
1.	6.546	46.756	46.756	3.939	28.135	28.135
2.	2.563	18.309	65.065	3.595	25.676	53.811
3.	1.918	13.702	78.767	2.392	17.083	70.893
4.	1.244	8.883	87.650	2.346	16.757	87.650
5.	.534	3.811	91.461			
6.	.403	2.877	94.338			
7.	.206	1.474	95.812			
8.	.151	1.075	96.887			
9.	.146	1.042	97.929			
10.	.113	.807	98.736			
11.	.068	.485	99.221			
12.	.050	.359	99.580			
13.	.034	.245	99.824			
14.	.025	.176	100.000			

The four factors contribute towards explaining total 87.650% of variance. Variance explained by Consumer-centric Data strategy is 28.135%, Leadership Orientation is 25.676%, Organizational Adaptation is 17.083%, and Employee Engagement with Data-Driven Culture is 16.757%. (Table 3).

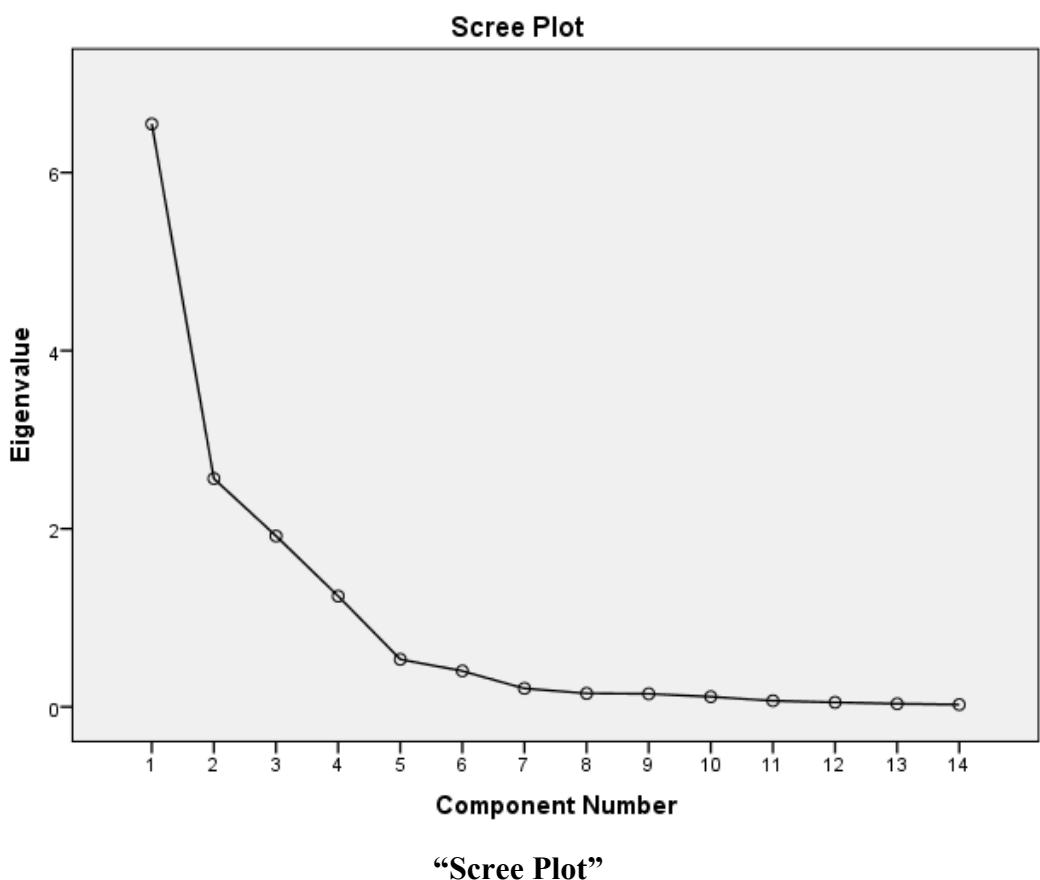


Table. 4 “Rotated Component Matrix”

S. No.	Statements	Factor Loading	Factor Reliability
	Consumer-centric Data strategy		.952
1.	Organizations use consumer data analytics to understand changing customer needs	.951	
2.	Customer data is integrated into marketing & strategic decision-making process	.909	
3.	Data-driven insights help anticipate future customer behavior trend	.844	
4.	Real-time consumer insight guided product & service customization	.836	
	Leadership Orientation		.959
1.	Leaders encourage use of data and analytics in decision-making	.961	

2.	Top management supports innovation driven by consumer insight	.891	
3.	Leaders promote a culture of continuous learning and technological adoption	.883	
4.	Managers empower employees to experiment with data-base solution	.857	
	Organizational Adaptation		.864
1.	Technological changes are effectively integrated into daily operations	.903	
2.	Organizations respond proactively to market and consumer behavior change	.846	
3.	Cross-functional collaboration supports rapid organizational adjustments	.737	
	Employee Engagement with Data-Driven Culture		.839
1.	Employees actively use data insights in daily work	.903	
2.	Employees feel confident in interpreting consumer data for decision-making	.846	
3.	Employees are encouraged to share insights derived from consumer data	.737	

Factors of the study and its related variables

The first factor of the study is Consumer-centric Data strategy, the variables it includes are Organizations use consumer data analytics to understand changing customer needs, Customer data is integrated into marketing & strategic decision-making process, Data-driven insights help anticipate future customer behavior trend, and Real-time consumer insight guide product & service customization. Leadership Orientation is the second factor, it includes variables like Leaders encourage use of data and analytics in decision-making, Top management supports innovation driven by consumer insight, Leaders promote a culture of continuous learning and technological adoption, and Managers empower employees to experiment with data-base solution. Third factor is Organizational Adaptation, its variables are Technological changes are effectively integrated into daily operations, Organizations respond proactively to market and consumer behavior change, and Cross-functional collaboration supports rapid organizational adjustments. Fourth and last factor is Employee Engagement with Data-Driven Culture, its variables are Employees actively use data insights in daily work, Employees feel confident in interpreting consumer data for decision-making, and Employees are encouraged to share insights derived from consumer data.

Table 5 “Reliability Statistics”

“Cronbach's Alpha”	“Number of Items”
.902	14

Total reliability of 14 items that includes variables for Factors exploring the “the Consumer-Centric Data Strategies and Leadership Orientation” 0.902 (Table 5).

Conclusion

In the IT era consumer-centric data strategies are at the heart of organisational functioning but have impact only if data is interpreted, shared, acted upon within the organisation. Data do not produce adaptation; the literature teaches us. Organisational response arises from interaction between data strategy, leadership orientation, internal marketing processes. Consumer insight strengthens adaptation only in the case of shared understanding instead of isolated analysis. In this process leadership orientation is very important. Leaders decide if consumer data helps with learning or controls. Where leadership promotes transparency, dialog & ethical data use, employees get more insights & action in tune with market needs. Rigid, defensive orientations block this possibility of interpreting, controlling data flow. But internal marketing plugs this gap by turning consumer insight into narratives, priorities and expectations employees can use in workday. The future belongs to the sustainability approach of marketing hence a triple bottom approach must be considered while implementing the digitalisation (Srivastav & Mittal, 2021).

So organisational adaptation depends on a coordinated response across functions. Consumer centric data improves sensing, but leadership orientation improves speed, flexibility & coherence of action. Internal marketing makes insight actionable: it influences behaviour, decision making, service delivery. All these together create adaptive capacity above and beyond technical capability. When data strategy and leadership orientation are in sync, organisations respond quickly with relevance and resilience. When they don't, data abundance is no longer translated into adaptation. The factors related to Consumer-Centric Data Strategies and Leadership Orientation are Consumer-centric Data strategy, Leadership Orientation, Organizational Adaptation, and Employee Engagement with Data-Driven Culture.

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