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Perspectives on Integrating Artificial Intelligence into Business Reorganization

Delia BĂBEANU
Bucharest University of Economic Studies, Bucharest, Romania
Corresponding author, delia.babeanu@cig.ase.ro

Valerica MAREŞ
Bucharest University of Economic Studies, Bucharest, Romania
mares.valerica@cig.ase.ro

Abstract. *In today's economic environment, business development is adapting by integrating artificial intelligence. This business reorganization is required for data processing. Business transformation using an information system governed by processes with artificial intelligence is the topic researched in this paper.*

The life stages of the traditional information system, to which improvements are made, will result in the application of new legislative conditions. From these results, the requirement of ethics and integrity of information systems, which use artificial intelligence, will be extracted. The limits that an information system reaches when implementing artificial intelligence are established through automatic transactions. Risks issued from the use of artificial intelligence are discovered at each stage of information system transformation.

From the study of specialized literature, but also from practice, concepts related to business reorganization were identified. With these concepts, a questionnaire was created and filled in by specialists in the field. These specialists participated in changes from a traditional information system to an information system based on artificial intelligence.

Business restructuring with artificial intelligence integration into information systems is an important outcome, from the perspective of business reorganization. By presenting the route to restructure business processes, a business reorganization with artificial intelligence model was proposed.

Artificial intelligence implementation in business reorganization generates the premises of new creative business requirements.

Keywords: reorganized businesses, artificial intelligence, restructured information systems, business processes, creative business.

Introduction

Technological advances and the COVID-19 pandemic and post-pandemic climate have forced companies to continuously adapt. The presence of artificial intelligence (AI) in business processes has become a value of companies, transforming organizations into modern ones. Business remodeling has been identified in the specialized literature as being carried out on several levels: operational, organizational and managerial with an effect on strategic decisions.

Business processes implemented in information systems are subject to continuous development, when new laws are respected, or when ethics and integrity are applied in business.

Adaptation in a continuously developing market, with economic environmental factors that vary in time and space, leads to the implementation of information systems with AI, which perfects optimal production and streamlines business processes.

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AI is seen not only as an automation tool, but also as a direction in business process modeling, forcing companies to adapt and take risks. This leads to changes in business models, if the company wants to remain competitive in the field in which it operates.

Changes mean challenges that redefine traditional IT systems. Even though companies have long operations, in the context of AI they modify their business processes and adapt sometimes automatically. Artificial intelligence fundamentally changes the way businesses operate.

The transition to AI-based business models is not just a matter of technological implementation but is much more complex. These concern legislative, ethical, data integrity and security aspects. AI implementation is a continuous adaptive process, testing legal and ethical limits. The process covers new risks and opportunities, human factors being crucial in continuous adaptability.

Technology is a key driver of business success and innovation. Businesses have present historical data to make informed decisions.

Human roles are important for AI implementation and data usage strategies. The impact of AI on the workplace can create resistance from employees, underlining the importance of ethical implementation.

The research aims to explore the prospects of integrating AI into business reorganization. AI technologies will be much more present being included in business, communication, learning and day to day life leading to changes on various levels: economic, social, relational, etc.

Starting from the fact that AI is used in the optimization of existing processes and restructuring of operations, a series of other factors are necessary. Customers, suppliers, and the entire hierarchy of employees in the company, up to management are involved. Obtaining the potential benefits that must be balanced with the challenges of change are the risk of reorganization and release of the workforce, business ethics and the needs of strategic leadership.

This paperwork addresses key themes regarding the strategic role that AI plays in organizational restructuring. It has an impact on technological transformations regarding business intelligence and Machine Learning. The study aims to provide a comprehensive understanding of how AI is not just a technological advancement. It is a key enabler of business intelligence, optimizing operations, driving efficiency, adaptability, and creativity. It aims to open a horizon to exploit the broad implications of AI adoption. It is considered how sustainable success can be achieved through the significant benefits of implementing AI.

Technological innovation can bring significant benefits to organizations, fostering competitive advantage. This will result in increased efficiency, improved decision-making, and new growth opportunities.

When implementing AI in information systems, technical and legal checks are required. This is the reason why management information systems are implemented. By collecting data and using it in similar situations, they bring added value to the company.

In the research studied, several types of management information systems were identified, such as: management information systems for internal economic management processes, sales management information systems, production and product sales management information systems, etc. There are discussions about management information systems that are not part of Enterprise Resource Planning (ERP).

The most important research question, formulated for data collection, is the following:

What are the management information systems that are integrated with AI?

The direct effects of AI integration on company operations, productivity and workflow optimization have a major impact on the business model. In this case, a reorganization of information flows, but also of processes, is required. This raises the question:

How do business reorganization?

A large part of the reorganized processes focuses on guarantees and monitoring mechanisms. These are necessary to maintain legal and ethical standards in AI systems. Starting from this fact, the question formulated is the following:

What results expect from business reorganization?

Exploring the strategic implications of AI adoption, including innovation, competitiveness and the emergence of new business paradigms are often implemented as isolated initiatives. These are to the detriment of some components of the business strategy. To ensure that the business strategy is respected, it is using artificial intelligence that could talk to the user or return information immediately. The question is:

What types of artificial intelligence are used in traditional businesses reorganized?

Users in AI integration into information systems within companies brings major reorganizations. These reorganizations are not only related to applications, but also in business processes.

The subject to study is related to:

What does the use of artificial intelligence in information systems imply?

The long-term viability of information systems based on artificial intelligence for business growth and responsiveness to market changes is assessed through various reorganizations. However, these must be chosen very carefully, because they can lead to imbalances. The questionnaire also contains options for choosing reorganization options proposed by the authors:

How to choose a business reorganization option?

Research into information systems with integrated AI ensures long-term competitiveness. Therefore, it is necessary to create a structure of users, in information systems, who actively participate in the reorganization of the business. From these proposals, the question is formulated:

Who are the actors that contribute to the reorganization of the business?

Literature review

Repetitive activities can be automated, leading to reorganization of the business model with AI and directly beneficial decisions for the company. AI will have a major impact on automated decision-making processes by using historical data, in all organizational processes (Froehlich et al., 2024).

The integration of AI into business processes involves reorganization with significant influences on the workforce. Artificial intelligence opens new opportunities for collaboration between humans and machines. AI will have routine tasks, but also in jobs that require creativity, leadership and strategic thinking (Jorzik et al., 2024).

Highlighting the importance of workforce training programs shows that employees with developed technical skills have a greater chance of prosperous. In this environment, where AI is used, new hybrid jobs will be created. If major changes are made to the business organization, then a new Chief AI Officer (CAIO) role is needed with a role in creating and implementing the organization's ethical standards (Norton, 2025; Zebec & Indihar Štemberger, 2024).

AI governance executives have essential roles in managing the risks associated with AI. Strategies are developed that allow the implementation of AI with clear leadership skills, combining several work positions: technical, ethical and governance.

Business Process Reengineering (BPR) brings automation of activities and cost reduction. Process automation is done by robots (RPA) that process natural language and optimize decision-making flows and processes (Tuncalp, 2024). Reengineering business processes by developing dynamic, adaptive and machine learning activity flows is an improvement brought by AI in the development of the reorganized business model. The development of business processes over time is most often flexible.

From an ethical point of view, AI-based decisions may only be perceived as supporting a process. Also, the need for accountability in implementing AI must be controlled in organizational practices, establishing the ethical environment for conducting management processes (Vanmathi et al., 2024).

In social terms, the implementation of AI produces significant transformations because it replaces part of the workforce. Highlighting the possible consequences of the introduction of AI refers to income inequality. This will lead to the disruption of the labor market and its structure. In this sense, retraining and conversion of the workforce are necessary.

Business processes are affected by the implementation of AI because it produces labor migration with ethical consequences. Current specialized literature draws attention to the importance of AI strategies and governance aimed at ensuring the responsible use and training of a new workforce in line with the future needs imposed by the introduction of AI (Hennelly et al., 2019).

Thus, research should focus on the long-term impact of AI, on labor dynamics, on ethical and legal considerations, developing adaptive environments of strategies and legislation.

Integrating artificial intelligence into business IT systems improves operational efficiency and reduces the time required for decision-making. This starts from the idea of improving traditional IT systems to which AI has been applied to increase the efficiency of workflows, but also for the speed of decision-making (Weng et al., 2024).

AI-based business processes will be adapted through employee roles. Companies change the organizational culture when the employee intervenes, who has responsibilities and tasks based on AI. There are also changes at the managerial level (Sanda et al., 2024).

Implementing AI in business processes requires adaptation through a complex interaction of ethical, legislative and technological challenges. Training AI before use will lead to improved data governance, error reduction and compliance with legal requirements. By monitoring these processes, AI will build new business models, with more efficient processing and innovative services (Nićin et al., 2024). The working time of a task and long-term strategy changes are considered when implementing AI.

Specialists involved in automation perceive the integration of AI into business processes as a source of opportunities but also risks. The transformation of traditional IT systems with AI will lead to greater adaptation to business innovations, which process large volumes of data. (Mariani et al., 2023).

Machine learning for the purpose of optimizing workflows is based on AI automation and streamlines resource management, preserving competitive advantages (Zebec & Indihar Štemberger, 2024).

The specialized literature highlights the impact of AI on the services offered to customers where virtual assistants perform routines, and the human factor is a decision-making factor, which leads to efficiency and customer satisfaction. Ethical concerns regarding the advantages of using AI, the confidentiality and correctness of collected or existing data are considered (Hennelly et al., 2019). Business reorganization influences the technological infrastructure through the performance

it must ensure, organizational through the changes brought to the organizational hierarchy and especially cultural. Thus, human resources are relieved from repetitive and routine operations towards decision-making activities (Chen & Sairamesh, 2006). The potential resistance of employees to job replacement is also identified and leads to retraining, improvement, professional reorientation to adapt to AI transformations.

The implementation of AI facilitates the obtaining of real-time information, high-performance practices and better customer satisfaction. AI-integrated systems not only bring operational efficiency gains but also stimulate innovation. New business models are created with personalized solutions aimed at different customers that generate revenue streams and make it possible to increase market share.

Future research will focus on improving AI governance environments by addressing the associated long-term risks and implications for all factors: human, relational, social and economic.

Methodology

Important concepts that define the reorganization of a business with artificial intelligence were extracted from the specialized literature. These were: reorganized business, artificial intelligence, reorganized IT systems, business processes, creative business. Thus, using these concepts, a questionnaire was drawn up with seven questions, each with 3 answer options, these being the most important ones identified in the content segment.

Although initially, it was considered appropriate to also collect demographic information, due to the customizations offered by the reorganized business model with artificial intelligence, any answer was considered. This is because the valuable information of practitioners and specialists involved in the automated transformation of processes can reshape the business and lead to new challenges and opportunities. The only condition imposed on respondents was to know an updated IT system with modules based on artificial intelligence.

The questionnaire was filled over a period of one month, from December 3, 2024, to January 15, 2025, to specialists who interacted with information systems adapted to business processes with artificial intelligence. 170 responses were collected and all were valid. These responses were codified as Answer 1, Answer 2, and Answer 3, as shown in Table 1, in the *Results and discussion* of this research.

The questionnaire was introduced into Google Forms and was filled in by specialists. These questionnaires were automatically processed by Google Forms to obtain the graphs.

The data obtained were processed with IBM SPSS, to identify whether there is a relationship between the variables and whether the business reorganization model is valid.

Similar research has been identified under the following themes:

- reorganized businesses (Chen & Sairamesh, 2006), (Tuncalp, 2024),
- artificial intelligence (Norton, 2025), (Nićin et al., 2024), (Zebec & Indihar Štemberger, 2024),
- restructured information systems (Weng et al., 2024), (Vanmathi et al., 2024),
- remodeled business processes (Mariani et al., 2023), (Hennelly et al., 2019),
- creative business (Froehlich et al., 2024), (Jorzik et al., 2024), (Sanda et al., 2024).

Results and discussions

The first step in verifying the results from the questionnaire was to identify the number of responses, according to Table 1, to identify the most important response to each question.

Table 1. Questionnaire Answers

No	Questions	Answer 1	Number of ans 1	Answer 2	Number of ans 2	Answer 3	Number of ans 3
1	How do you see business reorganization?	reorganization of the presentation mode of the finished product using websites with artificial intelligence	28	reorganization of sales methods using websites with artificial intelligence	40	reorganization of sales methods using websites with artificial intelligence	102
2	What are the management information systems that you see integrated with AI?	information system for intelligent management	75	virtual customer management IT system	44	production management IT system	51
3	What does the use of artificial intelligence involve?	redistribution of human resources	20	business process redesign	47	reorganizing repetitive tasks with AI	103
4	What type of artificial intelligence do you need in the reorganization of your traditional businesses?	Artificial General Intelligence (AGI)	68	Artificial Narrow Intelligence (ANI)	62	Artificial Super Intelligence (ASI)	40
5	Who are the actors contributing to business reorganization?	artificial intelligence – the conclusion that it is taking control – the ethics and integrity part	43	human resources in the company's organizational chart	62	top management	65
6	What results do you expect from the business reorganization?	continuous flow of activities	72	expense reductions, HR redistributions	92	low stocks	6
7	Choose a business reorganization option	expense reorganization	62	production reorganization	53	sales reorganization	55
	total		368		400		422

Source: Authors'own research.

The way AI is integrated and its role in business reorganization is a widely discussed topic among practitioners. The value creation in the business model reorganized with AI is much greater

due to automated processes than traditional processes, but also the limitation of expenses and especially losses. The business processes that together lead to a restructuring model lay the foundation for a new creative business, with AI implementation, which is in a continuous dynamic due to digital transformations.

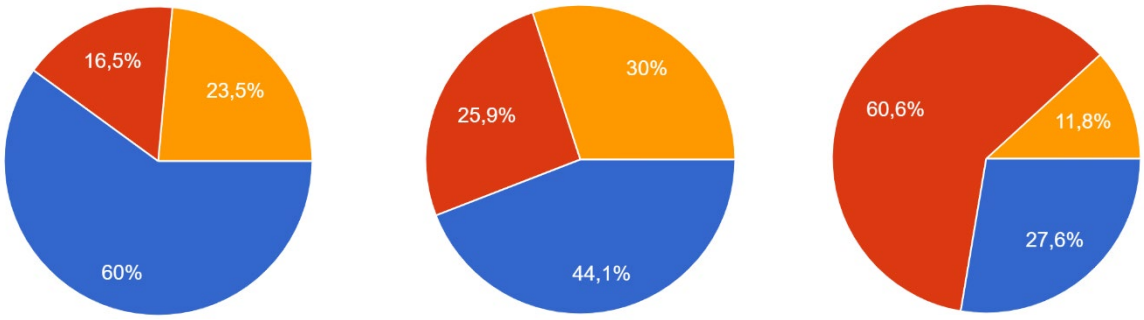

Figure 1. Reshaping business, AI-integrated IT systems and the use of artificial intelligence

Legend:

60% reorganization of internal economic processes with AI-based IT systems 23.5% reorganization of the sales method using AI-powered websites 16.5% reorganization of the presentation method of finished products using AI-powered websites	44.1% information system for intelligent management 30% information system for production management 25.9% information system for virtual customer management	60.6% for reorganizing repetitive activities with AI 27.6% for reshaping business processes 11.8% for redistributing human resources

Source: Authors' own research.

Business reorganization resulted, after processing the questionnaire data, in 60% of the total responses in favor of reorganizing internal economic processes with AI-based information systems. 23.5% was the reorganization of the sales method using AI-enabled websites, and the remaining responses were distributed to the reorganization of the presentation method of finished products using AI-enabled websites (Figure 1). This helps in the decision-making process, because it provides real-time information and creates data analyst roles that have a well-defined task in business reorganization. The demand for changing workforce roles appears and the first role that arises is that related to AI strategy manager. This role will have responsibilities for implementing AI in all information systems used by the company.

The question regarding IT systems integrated with AI had 44.1% answers for intelligent management IT systems, followed by 30% for production management IT system and 25.9% answers for virtual customer management IT system (Figure 1). In old IT systems, integrating AI solutions leads to higher costs over time. This is because the existing infrastructure does not meet the performance required by AI. Also, the data processed with AI has quality and integrity, and using AI on old infrastructure, unorganized data could lead to long processing times.

AI processes sensitive data for companies, which also leads to compliance with data privacy legislation and ethics emphasizing AI. Such legislative environments are discussed at European level and developed, to ensure that the processing performed by AI does not affect sensitive data.

Another question in the questionnaire was related to the impact of using AI. The responses to the use of AI were 60.6% for reorganizing repetitive tasks with AI, 27.6% for reshaping business processes, and 11.8% for redeploying human resources (Figure 1).

When implementing AI in information systems (Figure 2, first panel, from left to right), different types of artificial intelligence are used. Formulating a question with three answer options, it was obtained 40% for AGI, considered to be intelligence that thinks independently and learns from experiences, 36.5% for ANI that simulates human intelligence and operates limitedly, and 23.5% for ASI that is over human intelligence in all reasoning.

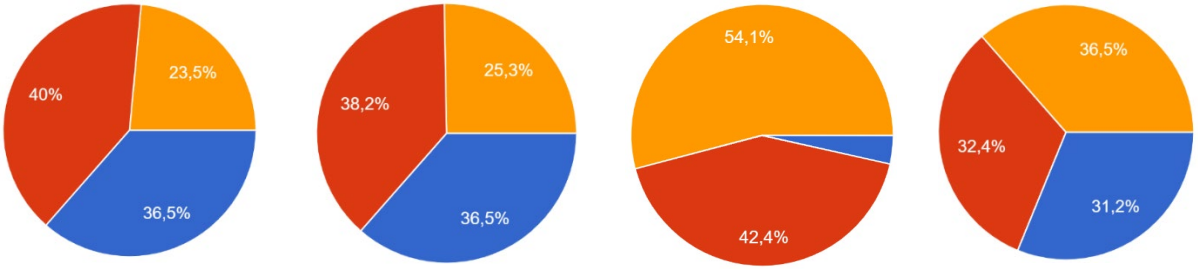

Figure 2. Types of AI, actors in reshaping business, results of AI implementation, business reorganized

Legend:

40% AGI 36,5% ANI 23,5% ASI	36.5%, top management 38.2%, artificial intelligence 25.3% ethics and integrity	3.5% low inventories 42.4% continuous flow of activities 54.1% cost reductions, human resource redistributions	31.2% production reorganization 32.4% sales reorganization 36.5% expenses reorganization

Source: Authors' own research.

Leaders and experts in AI implementation are the ones who play an important role in business reorganization, being the ones who make strategic decisions, with the role of key actors. They were identified in the questionnaire, in categories such as human resources in the company's organizational chart 36.5%, top management 38.2%, artificial intelligence, ethics and integrity 25.3%, according to Figure 2, second square, from left to right.

Companies want flexibility and speed in decision-making. The integration of AI in information systems leads to the adaptation of new market requirements much faster. Respondents identified the expectations of business reorganization related to small stocks 3.5%, continuous flow of activities 42.4%, expense reductions, human resource redistributions 54.1%, according to Figure 2, third square.

Business reorganization is given by production reorganization 31.2%, sales reorganization 32.4%, expense reorganization 36.5%, as shown in Figure 2, fourth pie.

There are identifying links between the answers to each question and whether they enter the business reorganization. From Table 1 with the total answers resulting from completing the questionnaires, the data for regression were chosen. Based on the answers, the relationships between them were identified. The answers to the questions were distributed on 3 types of answers each. The total number of answers on answer 3 was higher than the other two columns with answers. Therefore, the dependent variable was chosen Answer Number 3, and the independent variables will be Answer Number 1 and Answer Number 2.

Regression analysis is applied. From this analysis, the Pearson Correlations table will be retained, to identify whether there is a correlation between the response options, to the reorganization of the business model.

Table 2. Pearson Correlations

		Answer R3	Answer R1	Answer R2
Pearson Correlation	Answer R3	1,000	,915	,936
	Answer R1	,915	1,000	,986
	Answer R2	,936	,986	1,000
Sig. (1-tailed)	Answer R3	.	,001	,000
	Answer R1	,001	.	,000
	Answer R2	,000	,000	.
N	Answer R3	8	8	8
	Answer R1	8	8	8
	Answer R2	8	8	8

Source: Authors'own research.

The explanations of the Pearson Correlation are given by the situations presented in Table 2. In the first case, both responses R3 and R1 have a strong positive relationship which is reflected in the Pearson correlation of 0.915 between the response R3 and the response R1. The response R1 represents a specific aspect of AI efficiency, which increases significantly, as the response R3, which represents the process efficiency, increases. This correlation implies that the changes are the processes related to AI. For example, improvements in business efficiency are closely linked to the use of automation and AI to make decisions.

In the second case, the response R3 and R2 have a Pearson correlation of 0.936, which indicates a very strong positive connection. The variables are not only correlated, but they are also highly synchronized, as this shows. This occurs when one variable such as improving AI adoption or optimizing the process leads to an improvement in the other, possibly an associated business outcome such as productivity or profitability. Adopting AI has a direct impact on business outcomes, such as operational efficiency, cost reduction, or faster decision making.

In the third case, the R1 and R2 responses are highly correlated (0.986), suggesting that they are almost perfectly aligned. The increase in the R1 response, which may be a key performance indicator or process outcome, guarantees an increase in the R2 response, which may be related to another business measure, such as customer satisfaction or profitability. This shows that the operational improvements achieved by integrating AI are strongly interconnected with other business performance metrics.

The significance (1-tailed sig.) is also given by three cases.

The first is the situation where the R3 and R1 responses have a statistically significant correlation in which p-value of 0.001 at the 95% confidence level. Random changes are the result of the relationship between R3 and R1 variables. The next case has 0.000 p-value and there is a significant correlation between response R3 and response R2. These variables are closely related and have the outcomes of AI adoption (represented by response R3) have a significant impact on business outcomes (represented by response R2).

The last case has a 0.000 p-value and shows that the relationship between Response R1 and Response R2 is also statistically significant, further indicating that changes in operational performance and process improvements are closely related to the overall success of the business reorganization.

The regression correlation analysis demonstrates that integrating AI into business reorganization processes is highly beneficial. The strong positive correlations and statistical significance suggest that AI adoption is closely related to improvements in business performance, efficiency, and overall success of the business reorganization.

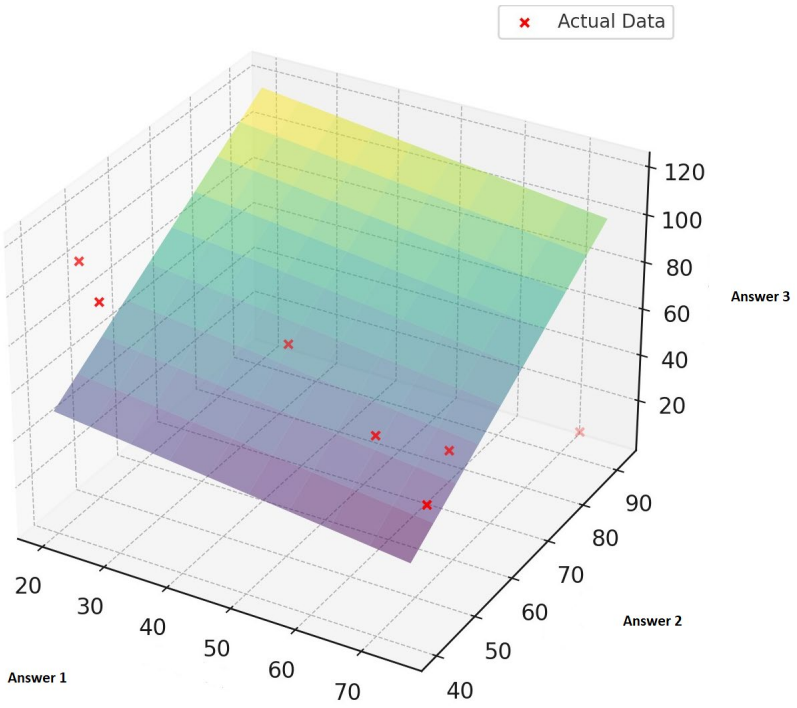

Figure 3. 3D Regression plane and Data Points

Source: Authors' own research.

A regression model in which the dependent variable (Answer3) is predicted based on the independent variables (Answer1 and Answer2). The regression equation is:

Answer3=4.874 – 0.313 x Answer1+1.295 x Answer2

The interpretation of the equation is given by the intercept (4.874) and is the value of Response3 when both Response1 and Response2 are equal to zero. In other words, if both predictors have the value 0, the model predicts Response3 will be 4.874. Reorganizing the business with AI integration brings great opportunities but also stimulates the agility of companies. AI integration is based on good data governance, a strong organizational culture that supports innovation and adaptation to new technologies.

Conclusion

The integration of Artificial Intelligence (AI) into business reorganization is a new, promising field. It transforms traditional business models into efficient ones based on innovation, being in a constant state of change and adaptability with large volumes of information. The implementation of AI involves various challenges and transformations connected to the legislative and ethical framework, but with risks of ever-evolving technology.

This study is based on an analysis of recent specialized literature combined with practical knowledge of specialists, also having a critical role that AI has in remodeling efficient, creative business processes. These processes respond to the dynamic requirements of modern markets with opportunities and risks, but always with an idea of the vision of future of business.

With benefits from AI in business reorganization, the research also has some limitations. This is because it focuses on IT systems and reorganization and not on the entire set of AI applications that exceed the IT sphere in areas such as: marketing, human resources, finance, the

social environment and others. These areas may be the scope of other future research related or independent to this research.

This research represents the projection of some specialists who have participated in automation changes. AI technologies are still in the testing, development and refinement phases and it is possible that this research does not fully capture the long-term impact or scalability of AI integration.

Also, legislative constraints are likely to evolve but at the same time AI technologies become increasingly widely adapted so that the research does not fully consider future changes related to the integration of AI in business reorganization.

The challenges of modern ethics and especially the ethics of AI adoption related to privacy, and transparency ensure the social and cultural implications.

The research is based on the responses of the specialists involved in company automation. A larger and more diverse group of geographically dispersed participants can provide a better understanding of the challenges and opportunities for organizations integrating AI.

The wide variability of AI technologies is not exhausted in this study. It is known that AI solutions have different degrees of difficulty, which naturally leads to different effects on reorganizing business processes. Thus, further complex studies would be needed to explore these limitations and to better understand the long-term role of AI and business transformations.

In conclusion, the successful integration of AI into business IT systems offers the opportunity to optimize current operations, redefine their business models for long-term sustainability and growth. In future research, there will be technological aspects associated with AI implementation. Companies can use the full potential of artificial intelligence, driving innovation and maintaining competitive advantage in an increasingly digital and interconnected world.

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