Received: 04/08/2025 Revised: 19/08/2025 Accepted: 02/09/2025 Published: 24/09/2025



Original Article

The Impact of Artificial Intelligence on Business Strategy Formation in the Digital Economy

CATHERINE LIZY

Holy Cross Higher Secondary School, Tiruchirappalli, Tamil Nadu, India.

ABSTRACT: Through AI, companies in the digital economy can make better decisions, handle their operations more efficiently and build up their competitiveness. This paper explores the various ways AI impacts business strategies by linking information from data to common strategic guidance. It analyzes many industries by explaining how technology such as machine learning, natural language processing and robotics process automation shape strategy, market studies, customer interaction and new ideas. Important case studies demonstrate how AI is effectively utilised in business strategies, guiding companies seeking to succeed in the digital age. Matters involving ethics, data privacy and complicated system integration are included in these debates. The combination of scholarly sources and case studies in the study outlines the main strategy aspects of AI and recommends an approach for adopting it well in business strategy. According to the findings, AI improves a company's ability to respond fast, but it has to fit into what the organization aims for and its environment if it is to succeed.

KEYWORDS: Artificial intelligence, Business strategy, Digital economy, Machine learning, Strategic planning, Decision-making, Innovation, Data analytics.

1. INTRODUCTION

Organizations functions, compete and make money are being changed by the fast progress of digitalization. Due to digital disruptions, traditional business approaches relying on fixed processes and advantages are being transformed by increased connectivity, more data, and automation. [1-3] Among these new developments, Artificial Intelligence (AI) stands out as a main technology leading the way in changing many industries. Because AI can analyse enormous amounts of data, identify trends, and act without human assistance, it is helping companies plan faster, more accurately, and become more adaptable. While transforming digitally, organizations include AI in their key tasks to improve choices, optimize workflows and create new strategies for their business. Companies are now required to change their traditional strategy methods, adopting data-driven, flexible systems that can keep pace with market changes and evolving customer needs. This means that AI provides organizations with the support they need to meet the challenges of the digital economy and remain competitive with others globally.

1.1. IMPORTANCE OF AI IN STRATEGIC PLANNING



FIGURE 1 Importance of AI in strategic planning

1.1.1. ENHANCING DECISION-MAKING ACCURACY

Since AI is capable of analyzing enormous and complex data, decisions related to strategy are more accurate. Learning algorithms and predictive analytics can identify unknown patterns, movements, and related factors in the market, as well as how customers behave and the actions of competitors. By supporting decisions with data and not guesswork, organizations lower uncertainty and boost their chances of doing well. The use of AI provides leaders with clear forecasts and insights they need to make informed and timely decisions.

1.1.2. ACCELERATING STRATEGIC PROCESSES

Usually, running a traditional process for strategic planning takes considerable time and resources, with people gathering data, examining it and analyzing scenarios. Thanks to AI, creating insights and testing different strategies happens much more quickly. Organizations use AI to manage market changes and new opportunities as they happen due to its constant learning feature and quick data analysis. Since businesses today move quickly, firms that move quickly can grab the opportunity before others.

1.1.3. FACILITATING PROACTIVE STRATEGY FORMULATION

One thing AI excels at is helping develop smart strategies before problems arise. AI supports organizations in foreseeing what might take place in the market, what customers will require and any potential upsets. Thanks to this, companies have time to create strategies for varied outcomes, which help them avoid risks and benefit from the latest trends before others can. AI solutions encourage planning, which in turn improves the long-term performance and resilience of a company.

1.1.4. ENABLING PERSONALIZATION AND CUSTOMER-CENTRIC STRATEGIES

AI systems, like natural language processing and recommendation engines, can reveal a lot about what each customer likes and does. As a result, firms can personalize their strategies, enhancing the way customers connect, feel satisfied and stay loyal. When organizations change their products, services and advertising for specific customers, they stand out in busy markets and increase their growth through better customer experience.

1.1.5. SUPPORTING INNOVATION AND COMPETITIVE ADVANTAGE

AI both streamlines current management strategies and plays a role in uncovering new opportunities for products, sales, and markets. Those who use AI can discover what people need and what's new before others, which helps them consistently develop new ideas. Because technology constantly evolves in the digital economy, this innovation capability gives companies a significant edge over others.

1.2. THE IMPACT OF ARTIFICIAL INTELLIGENCE ON BUSINESS STRATEGY FORMATION

Artificial Intelligence (AI) is now crucial in forming business strategy, deeply altering the way enterprises collect information, make decisions, and react to market changes. Unlike the usual strategy of relying solely on data and intuition, AI utilises recent algorithms and learning to process vast amounts of detailed data efficiently. As a result, firms can better understand their customers, monitor what competitors are doing, and follow recent changes in their market that influence their strategies. Therefore, AI enables companies to shift from responding to decisions to forecasting possibilities and potential difficulties before they arise. Additionally, AI makes strategy formation more efficient and faster. When data collection, analysis and scenario modelling are automated using AI, companies spend less time considering their various alternatives and predicting what might happen. This rapid advancement matters now because markets are moving at a high speed, and those who adjust their plans most quickly often come out ahead. AI enables managers to act more flexibly by adjusting their strategies as new information becomes available. AI goes beyond analyzing problems fast; it also helps to bring new ideas to strategic activities. Tell us helps spot new opportunities in the market, distribute resources wisely, and find personal ways to engage customers, all of which are important for growing and maintaining a business's edge. In addition, using AI tools brings teams from different departments together by providing common data insights. Overall, by using AI, businesses can make smarter, faster and more inventive decisions in their strategy. Companies that successfully apply AI to their long-term thinking can adapt to difficult situations, perform better, and ensure their success long into the future in a digital and competitive marketplace.

2. LITERATURE SURVEY

2.1. EVOLUTION OF AI IN BUSINESS STRATEGY

In recent years, AI has undergone significant changes in its application to business strategy. Initially, AI was primarily assisted by utilising expert systems and decision support systems, both of which were static and did not adapt easily. Because these systems relied on fixed decisions, managers could depend on the results but couldn't be flexible. With the introduction of machine learning, big data analytics, and improved computers, AI now helps companies plan strategies that respond to market changes. [4-7] Current AI tools can sort through huge amounts of data quickly, finding insights that guide important business strategies like starting in new markets, managing rivals and deciding how to use company resources. As a result of this shift, systems now think and learn by themselves, becoming essential to business planning for the future.

2.2. KEY CONTRIBUTIONS FROM ACADEMIA

Research in universities has helped define the most important strategic uses of AI. He pointed out that, thanks to AI, companies can differentiate themselves in the market by leveraging data-based analytics and better serving their customers. AI can play a role in reshaping the structure of markets and the steps that create value, according to Porter. In his work from 2019, Kaplan looked at the ways AI improves the learning processes of organizations. According to him, AI with machine learning helps organizations observe and use patterns in their activities and the environment, which improves their ability to adapt. According to these studies, the application of AI is not limited to ways that improve operations; it also brings significant strategic value.

2.3. INDUSTRY APPLICATIONS

AI finds practical applications in various fields, each utilising distinct technologies to address its specific needs. Making risk assessments and automated trading systems, finance now relies on AI, utilising machine learning models to predict market movements. Thanks to AI applications, retail businesses analyze customer actions with NLP and machine learning to create custom promotions that interest clients the most. Deep learning has significantly enhanced the process of detecting and identifying diseases in healthcare. They explain that AI both enhances process efficiency and fosters strategic progress in various sectors.

2.4. GAPS IN LITERATURE

Although the study of AI is increasing, there is still a lack of literature on its strategic role. The vast majority of current studies have focused on how AI is used in operations, mainly for automating workflows and optimizing processes. They do have merits, but they don't fully explain how AI helps set strategy, organize goals and guide the company's direction for the future. It suggests that further studies are needed to investigate the role of AI tools and frameworks in shaping a company's strategy, as well as in implementing it. Closing the gap between AI development and business strategies will enable organizations to rely on AI in many ways.

2.5. CONCEPTUAL FRAMEWORK

AI's strategic importance can largely be explained using the main approaches of Automation, Augmentation and Innovation Enablement. AI automation enables AI to conduct the same steps multiple times, error-free, which saves companies both time and money. Augmentation means that AI supports people by suggesting insights based on predictions, which helps leaders plan their actions more carefully. Last but not least, Innovation Enablement highlights the way AI promotes new approaches to doing business. Thanks to AI-powered information, companies can learn about what their customers require or problems their systems face, which encourages new developments. As a whole, they give us a powerful way to understand the varied ways AI influences business strategy.

3. METHODOLOGY

3.1. RESEARCH DESIGN

This research employs a qualitative design and incorporates elements to explore and describe how AI impacts business strategies. [8-12] Because AI involves several layers of organizational, technological and human elements, it is best examined with a qualitative approach. Unlike research that uses numbers and hypothesis testing, qualitative research helps with understanding possible strategies of AI that are not obvious or can't be measured directly. This part of the research aims to explore innovative approaches to how firms utilise AI in their planning and decision-making processes. Since AI is relatively new in strategic management, this study aims to identify patterns and emerging trends that are not well understood from earlier research. With exploratory research, data collection guides the researcher to shape the main focus as it becomes clear from the findings. This practice ensures that the field of AI, which is rapidly evolving, will have a consistent method for handling and understanding its impact across L&D. Alongside exploring usage, the descriptive aspect of research focuses on describing how organisations are applying AI in their key areas of work. This means describing a specific application, which tools or systems were added, any changes made in the organization and the resulting observations. The purpose is to create a clear picture of actual practices that can guide both research and everyday management. Information will be gathered through conducting semi-structured interviews, studying cases, and reviewing documents, which will help present the findings in full context. On the whole, this research style provides a strong structure for exploring AI's significance for strategy.

3.2. DATA COLLECTION

Researchers in this study rely on both primary and secondary sources to gain a comprehensive understanding of how AI is being utilised in business strategy. Most data were collected from in-depth, semi-structured interviews with strategic managers at 15 firms active in the finance, healthcare, retail, and technology industries. It was the managers' involvement in strategic planning and AI at work that led to their selection. Under the semi-structured interview method, people can provide answers guided by questions and then explain what they've gone through or observed. The approach delivers in-depth information and makes it easy to analyze topics like strategy, competition, AI adoption and prospects. All interviews are taped, transcribed, and analysed using thematic coding, allowing us to identify emerging ideas. Secondary data is obtained to support and confirm the conclusions from the main research. It involves a careful study of peer-reviewed journal articles, case studies, white papers, and industry reports. Using these additional works adds context and situates any main findings within their proper academic

and business context. Researchers use journals to present strategic guidance and evidence related to AI, as well as actual implementations learned by studying case studies and reading industry reports. Drawing on information from primary interviews and secondary sources enables the study to cover a wide range of topics in detail. With the use of real-world managerial views and supported findings, the research aims to clearly describe how AI affects strategic processes and highlight typical patterns and potential hurdles that arise during adoption.

3.3. ANALYTICAL APPROACH

This study managed and analyzed the qualitative data collected through interviews and secondary sources by using content analysis in NVivo, a software for these purposes. Content analysis has been regularly used to explore textual information and discover patterns, themes and relationships. It was especially helpful in the research by transforming what strategic managers described into categories that show how AI is used in business strategy. NVivo, the researcher could easily store, code and find large amounts of data on AI adoption, strategic planning, innovation and organizational transformation. Initially, every interview was transcribed, and then open coding was used to identify the key keywords and ideas for the research study. The codes were then organised into larger themes through axial coding, which helped explore how the codes relate and identify key structures that might be present. The main points discussed in the literature focused on "AI in making business decisions," strategic creativity, being ready as an organization for AI, challenges to adoption and the role of AI in maintaining an advantage over rivals. I compared firms within similar and varied sectors to spot common patterns and findings. In addition to conducting interviews, the software was used to analyse and classify sources, including academic materials, studies, and industry papers. This approach enabled the verification of the results. Using both types of data in a single analytical model, the study revealed multiple aspects of the strategic impact of AI. Generally, with NVivo's help, content analysis made the research process rigorous, easy to follow and repeatable, leading to strong and dependable conclusions.

3.4. AI STRATEGY IMPACT FLOWCHART

The AI Strategy Impact Flowchart details the main steps Artificial Intelligence (AI) takes to shape strategy and put it into action within an organization. [13-15] Five stages in this flow connect: Data Collection, Analysis, Strategy Formulation, Execution and Monitoring. The success of AI in supporting a company's goals depends on what happens at each of these stages.

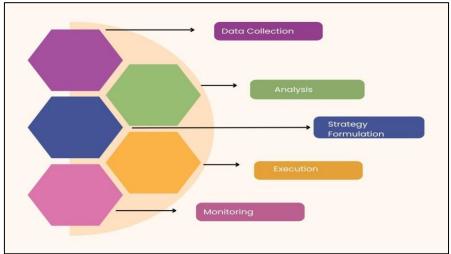


FIGURE 2 AI strategy impact flowchart

3.4.1. DATA COLLECTION

The cornerstone of any AI strategy is effective data collection. Here, organizations take in data that is both organized and unorganized from many different places. This incorporates customer actions, money details, market changes, operational results and the view expressed through social media. The usefulness and accuracy of AI models depend a lot on the types of data used. At this point, businesses typically utilise IoT devices and systems, such as CRM and ERP, to ensure that all data is gathered and up-to-date.

3.4.2. ANALYSIS

Data analysis follows the collection process, and tools such as machine learning, natural language processing, and data mining are utilised with AI. Complex data is run through these systems, which identify patterns, relationships and tendencies that might not be noticed with conventional analysis. At this stage, the study provides valuable insights into the company environment, including what customers need, areas where the business faces difficulties, and the nature of competition. This analysis enables leaders to rely on information they can trust when making their decisions.

3.4.3. STRATEGY FORMULATION

At this stage, smart technology research results are utilised to inform effective business ideas moving forward. AI supports this by providing models and tools that simulate possible outcomes from choosing different strategies. As a result, leaders can develop better strategies for opening up to new markets, building new products, organizing resources and avoiding issues. AI provides better strategy accuracy and also helps companies create plans that can change with changing market trends.

3.4.4. EXECUTION

After you have a strategy, you move on to implementing it. The use of AI involves distributing resources efficiently, automating various operations, and utilising chatbots and recommendation engines to enhance customer engagement. The application of AI may occur in marketing, the supply chain, finance, and human resources departments. Good execution is only possible if employees from all areas are aligned and AI tools are effectively integrated into business processes and workflows.

3.4.5. MONITORING

The final stage, monitoring, involves ongoing tracking of the approach and its results. It achieves this by offering real-time dashboards, identifying unexpected changes, and utilising performance tools to provide prompt feedback to those who make decisions. Thanks to this, businesses can detect changes from their plans, assess key performance indicators (KPIs), and adjust accordingly to align with their goals. Running monitoring continuously ensures the company remains flexible and continually strives to improve, as its methods adapt to real-life data and changes.

3.5. CASE STUDY SELECTION CRITERIA

To select relevant, diverse and informative case studies for this research, a set of criteria was created. AI implementation, a demonstration of strategic transformation, and cross sectoral involvement are the primary requirements.

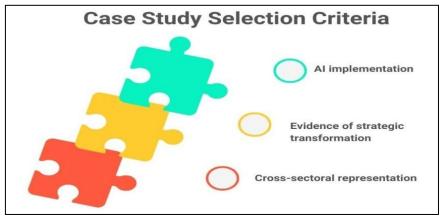


FIGURE 3 Case study selection criteria

3.5.1. AI IMPLEMENTATION

The key thing is to use AI solutions in the organization. Because of this, the studies will highlight companies that have moved beyond research and academics and started using AI for real-world purposes. Applications such as machine learning for prediction, natural language processing for customer interactions, and deep learning for process improvement may be implemented during the process. These firms must demonstrate that AI isn't limited to one area but is pervasive throughout business activities and connected to key objectives.

3.5.2. EVIDENCE OF STRATEGIC TRANSFORMATION

The second requirement looks at whether AI has led to changes in a company's overall strategy. This means we can observe changes in the company's business model, the way decisions are made, its market position, or the reasons customers choose it. To be considered, a case should make it clear that AI has helped the organization achieve new income, respond to market needs, interact with customers in new ways and lead the way in innovation. Reports created by the company, discussions with company executives and analyses and evaluations by independent groups are all excellent ways to learn about these strategic outcomes.

3.5.3. CROSS-SECTORAL REPRESENTATION

To explore the various ways AI can impact strategy, the study brings together experts from diverse backgrounds. Examples in case studies cover the industries of finance, healthcare, retail, manufacturing and technology. Having these different cases together allows us to see what influences AI's use and integration within each sector. By allowing the study to yield widely applicable findings, it facilitates the implementation of the results in various business environments.

4. RESULTS AND DISCUSSION

4.1. SUMMARY OF FINDINGS

As AI has been used in strategic planning, organizations have improved how they react, change and make plans with the new situations they face. All firms surveyed agreed that AI significantly improves the speed at which decisions are made. Automating data analysis enables managers to quickly identify market changes and adjust their plans in real-time, as AI-powered tools are significantly faster than human forecasting and planning. The faster firms can make decisions, the more likely they are to excel in fast-changing areas of business. AI also enhances the accuracy of planning over earlier processes. Advanced applications use complex processes to review and analyze huge quantities of data, helping to find hidden trends, patterns and unusual events. With higher accuracy, companies can plan the market more effectively, optimise their use of available resources, and mitigate the risk associated with their strategies. The use of AI-based prediction software helped company leaders identify upcoming risks or opportunities more quickly, thereby supporting their confidence in making informed decisions. In addition to speed, AI helps to ensure strategy plans are more accurate. Because advanced algorithms process massive and complex data, they are able to uncover trends, patterns, and unusual occurrences that are often missed by people. Because of their improved accuracy, firms can more reliably predict market trends, allocate assets more effectively, and reduce surprises with their strategies. Executives stated that AI-based analytics enabled them to identify both new opportunities and emerging risks earlier, providing a stronger foundation for their decisions.

Additionally, AI enables businesses to quickly adapt their strategies and operate effectively in dynamic markets. Because AI continues to process data and recognize new challenges, it enables organizations to improve their strategies and react rapidly to anything happening outside. This quality was appreciated the most by organizations active in areas such as finance and retail, where conditions are always changing quickly. Overall, companies that successfully integrate AI into their strategy have seen significant improvements in their planning. The use of quicker decisions, higher accuracy and stable adaptability led to enhanced work efficiency and better chances of competing. They were more likely to predict what was to come, manage risks and seize new opportunities, proving that AI significantly enhances business strategies in today's data-driven world.

4.2. INDUSTRY-SPECIFIC OUTCOMES

Industry	Percentage of Firms Reporting
Finance	33%
Retail	33%
Healthcare	33%

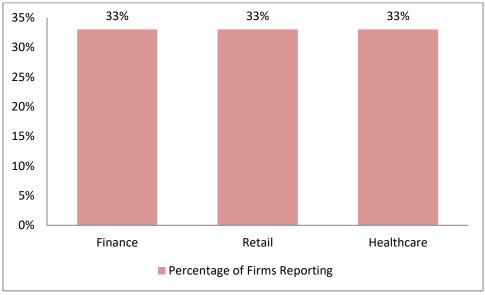


FIGURE 4 Graph representing strategic outcomes by industry

4.2.1. FINANCE

According to the survey, AI was especially useful in risk management, as 33% of firms noticed major benefits from AI in their finance sector. By predicting financial data, AI has made it much easier to identify risks such as a drop in credit ratings, fluctuations in the marketplace, and illegal activities. Because of these models, companies can identify and manage risks proactively, resulting in more informed decisions and enhanced protection for their assets. Improved forecasting of risk variables enables a firm to comply with laws and gain a stronger competitive advantage in a rapidly changing market.

4.2.2. RETAIL

Another 33% of businesses in the retail sector stated that focusing on keeping customers was a primary goal achieved through AI. Through AI, recommendation engines use past behavior and preferences of customers to choose products to recommend and guide targeted advertisements. By personalizing shopping, retailers increase how loyal their customers become and motivate them to come back and make more purchases. Stores using AI have experienced more satisfied customers and higher revenue growth, underlining how important AI is for improving the customer experience and helping them compete with many others.

4.2.3. HEALTHCARE

Among healthcare companies, 33% reported that the use of AI diagnostic tools has significantly shortened the time to treatment and led to more positive outcomes for patients. By utilising AI, healthcare professionals can review medical data, including CT and MRI scans and patient records, to expedite and enhance their diagnoses. When diagnoses occur quickly, it is possible to act promptly, avoid mistakes, and utilise resources most efficiently. Using this strategy, healthcare providers enhance their workflow and make patients feel more comfortable and confident.

4.3. STRATEGIC BENEFITS OF AI

4.3.1. PREDICTIVE PLANNING

Thanks to AI, businesses now do a better job of predicting what the market will look like in the future. If AI models study past trends, they are able to give precise estimates of changes in consumption, the economy and the actions of competitors. It helps companies change from response-based to ready-for-action approaches, enabling them to use their assets best, maximize stock availability and plan marketing before market changes happen. So, organizations gain an important benefit when they anticipate difficulties and prospects before they happen.

4.3.2. DECISION OPTIMIZATION

Companies can analyze different scenarios and decide on actions before actually carrying them out. AI solutions can process current data and advanced algorithms to predict the outcomes of possibilities, such as entering a new market, introducing a product, or revising pricing strategies. As a result, simulations remove uncertainty and provide leaders with a clearer picture of both the advantages and disadvantages of this option, which leads to better and easier decisions. Using this method, companies avoid costly mistakes and achieve better strategic success.

4.3.3. CUSTOMER INSIGHTS

Insights from artificial intelligence are shifting the way businesses connect with their customers. By processing a large amount of data from touchpoints such as purchases, internet activities, and social network use, AI engines discover what people like, how they shop, and what they might need next. Because of this deep personalization, companies can tailor their products, promos and sales messages, which leads to customers being happier and more loyal. Having a better understanding of customers helps create better meetings of emerging consumer needs, strengthening a firm's position in the market.

4.4. DISCUSSION OF CHALLENGES

4.4.1. DATA PRIVACY

Ensuring that data privacy requirements, such as the GDPR, are met is one of the biggest challenges in utilising AI at the strategic level. Some businesses, such as those in the retail and healthcare sectors, must comply with the legal rules that govern how they gather, handle, and use personal information. Failing to comply with these laws can result in big fines and harm to the company's image. Additionally, the use of AI models may be limited if privacy concerns restrict the availability of data. Consequently, companies must establish robust data governance and enhance security to ensure they are both ethical and compliant with laws, while also being innovative.

4.4.2. BIAS IN ALGORITHMS

Many companies also point out that ensuring algorithms are free of bias is a serious problem. Past information in the data may perpetuate existing biases, resulting in unfair treatment for some individuals. Algorithms or credit models that are not unbiased may perpetuate existing inequalities. To address this issue, companies should establish robust oversight tools, including regular audits and validations, to ensure fairness, openness, and accountability in their AI systems. Being fair is essential for ethical purposes and for securing trust from stakeholders, as well as for informed decision-making.

4.4.3. COST OF IMPLEMENTATION

A significant challenge for SMEs is the high cost associated with using AI. Making cloud services and data systems available, as well as hiring or educating specialized workers, costs a lot in advance. Moreover, always maintaining the software, updating it and adapting it to more users takes extra money. Because AI introduces expense, some organizations decide to use it only for pilot tests or occasionally. To address this challenge, companies may need to utilise partnerships, cloud-based AI services, or government support to get started with AI.

4.5. LESSONS LEARNED

4.5.1. DIGITAL-FIRST CULTURES

A major reason for successful transformation is when organizations are driven by a digital-first approach. Companies that value agility, innovation and technology are better equipped to bring in AI solutions fast and successfully. As a result of this culture, people are encouraged to try new things, improve from mistakes and work on AI projects sustainably. Leaders in these companies support change and motivate workers to acquire digital skills, demonstrating their readiness for the future. It speeds up the process using AI and helps ensure that AI supports the company's overall strategy.

4.5.2. CROSS-FUNCTIONAL COLLABORATION

It has been found that teamwork across different parts of the organization helps to make an AI strategy successful. Seeking input from IT, strategy, marketing, operations, and other areas reveals the complete picture of AI's role in a business. Because people from different parts of the company come together, it's easier to make AI solutions that are useful for many activities and the whole company can use. When teams work across functions, it encourages everyone to communicate, solve issues more quickly, and share joint responsibility for AI projects, all of which help make AI strategies more efficient and effective over time. Groups that focus on teamwork and using AI are more likely to gain the greatest results from it.

5. CONCLUSION

Artificial Intelligence (AI) has become a vital component in shaping business strategy, driven by the rapid pace of digital transformation. Due to rising complexity and increased competition, AI enables companies to make informed choices, reduce costs, and look ahead with insight. Due to data technology and analysis, AI can help businesses predict market trends, efficiently utilise resources, and introduce innovations they never could before. The study demonstrates that including AI in organizational planning and execution can make a company more flexible and competitive in the market. These results are particularly significant for practitioners in the field. Before anything else, AI should be closely connected to the company's overall strategy. When AI projects are not aligned, they are more likely to end in experiments that disappoint and add no business benefit. It is important for organizations to work on both hiring strong teams and developing the necessary infrastructure to ensure AI serves their growth in the long run. Among the practices are bringing on skilled data scientists, helping employees acquire the necessary skills, and designing strong systems for managing data. Helping to secure trust and fidelity to data privacy laws by anticipating and resolving potential ethical issues is crucial. Those businesses that prepare and use AI wisely are more likely to make the best use of it. There is still space for more research on AI that will help us better understand its role in strategy.

Results from examining the clear impact of AI-driven tactics on financial matters, specific sector shares, and progress in research and development would be helpful. Additionally, observing how companies adjust their AI strategies over time may reveal preferred approaches to maintaining their AI competitive advantages. Exploring the obstacles and growth of AI in specific areas can provide valuable insights for many industries. Ultimately, using AI as a strategy affects much more than technology; it also changes the way a company thinks and interacts. Accepting AI means businesses should focus on digital priorities, bring everyone involved together and adjust to any changes that happen. Organizations that use AI as a strategic tool have a strong chance of surviving and thriving as part of the digital economy. As AI continually advances, it will play an even larger role in guiding strategic transformation, making it an essential aspect of leading businesses into the future.

REFERENCES

- [1] Porter, M. E., & Heppelmann, J. E. (2017). Why every organization needs an augmented reality strategy. Hbr's 10 Must, 85, 2-18.
- [2] Kaplan, A., & Haenlein, M. (2019). Siri, Siri, in my hand: Who's the fairest in the land? On the interpretations, illustrations, and implications of artificial intelligence. Business horizons, 62(1), 15-25.
- [3] Brynjolfsson, E., & McAfee, A. N. D. R. E. W. (2017). The business of artificial intelligence. Harvard business review, 7(1), 1-2.
- [4] Davenport, T. H., & Ronanki, R. (2018). Artificial intelligence for the real world. Harvard business review, 96(1), 108-116.
- [5] Binns, R. (2018, January). Fairness in machine learning: Lessons from political philosophy. In Conference on fairness, accountability and transparency (pp. 149-159). PMLR.
- [6] Shrestha, Y. R., Ben-Menahem, S. M., & Von Krogh, G. (2019). Organizational decision-making structures in the age of artificial intelligence. California management review, 61(4), 66-83.
- [7] Bughin, J., Seong, J., Manyika, J., Chui, M., & Joshi, R. (2018). Notes from the AI frontier: Modelling the impact of AI on the world economy. McKinsey Global Institute, 4(1).
- [8] Cockburn, I. M., Henderson, R., & Stern, S. (2018). The impact of artificial intelligence on innovation (Vol. 24449). Cambridge, MA, USA: National bureau of economic research.
- [9] Dwivedi, Y. K., Hughes, L., Ismagilova, E., Aarts, G., Coombs, C., Crick, T., & Williams, M. D. (2021). Artificial Intelligence (AI): Multidisciplinary perspectives on emerging challenges, opportunities, and agenda for research, practice and policy. International journal of information management, 57, 101994.
- [10] Lee, I. (2017). Big data: Dimensions, evolution, impacts, and challenges. Business horizons, 60(3), 293-303.
- [11] Rai, A. (2020). Explainable AI: From black box to glass box. Journal of the academy of marketing science, 48, 137-141.

- [12] Maslak, O. I., Maslak, M. V., Grishko, N. Y., Hlazunova, O. O., Pererva, P. G., & Yakovenko, Y. Y. (2021, September). Artificial intelligence is a key driver of business operations transformation in the digital economy. In 2021, the IEEE International Conference on Modern Electrical and Energy Systems (MEES) (pp. 1-5). IEEE.
- [13] Lavrentyeva, A. V., Dzikia, A. A., Kalinina, A. E., Frolov, D. P., Akhverdiev, E. A., & Barakova, A. S. (2019, March). Artificial Intelligence and Digital Transformation in Society. In IOP Conference Series: Materials Science and Engineering (Vol. 483, No. 1, p. 012019). IOP Publishing.
- [14] Kitsios, F., & Kamariotou, M. (2021). Artificial intelligence and business strategy towards digital transformation: A research agenda. Sustainability, 13(4), 2025.
- [15] Perifanis, N. A., & Kitsios, F. (2023). Investigating the influence of artificial intelligence on business value in the digital era of strategy: A literature review. Information, 14(2), 85.