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THE ROLE OF ARTIFICIAL INTELLIGENCE IN THE TRANSFORMATION OF STRATEGIC THINKING IN BUSINESS

РОЛЬ ШТУЧНОГО ІНТЕЛЕКТУ У ТРАНСФОРМАЦІЇ СТРАТЕГІЧНОГО МИСЛЕННЯ В БІЗНЕСІ

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Abstract. *The active penetration of digital technologies into all aspects of socio-economic development causes profound transformations of business models, contributes to the intensification of globalization processes in the business environment, changes the paradigm of personnel management and causes the automation of key production and management functions through the implementation of intelligent algorithms and machine learning systems. The article conducts a comprehensive study of the impact of artificial intelligence (AI) on the evolution of strategic thinking in business within various sectors of the economy. It is established that leading companies in the world actively use AI tools to stimulate innovative development, optimize operational activities and form a long-term competitive advantage in conditions of dynamic technological changes. The research focus is on the analysis of the transformation of strategic thinking of enterprises under the influence of intelligent technologies, with special attention to external challenges that serve as determinants of business model renewal. A shortage of research on the direct impact of AI on innovative business modeling processes has been identified, which justifies the need to expand the scientific discourse on this issue. In addition, the article reveals the role of AI as a factor in rethinking corporate interaction, transforming competitiveness models and the dynamics of innovative development. Artificial intelligence is considered a key driver of creating new market opportunities and a generator of breakthrough changes. Special attention is paid to the study of the interaction of AI with Internet of Things (IoT) technologies, which can potentially act as a catalyst for further growth in the innovative potential of business models in the context of the digital economy. The study proves that the use of artificial intelligence technologies is a factor in significantly increasing the flexibility of business systems to changes in the external environment, contributes to the improvement of strategic planning and operational management processes, and also allows reducing the costs of performing routine operations.*

At the same time, the results of the study indicate the need for further conceptual and practical understanding of the mechanisms for implementing AI into the business system. In particular, the issues of forming integrated digital transformation strategies, improving the legal support for the functioning of intelligent technologies and developing tools for assessing and neutralizing associated risks are relevant. Ensuring an effective balance between innovative advantages and challenges.

Keywords: *artificial intelligence, strategic thinking, digital transformation, business strategies, managerial decision-making, innovation management, data analytics, business adaptability, future technologies, corporate governance.*

Problem statement.

In the context of the dynamic development of the digital economy, there is an active destabilization of traditional industry structures under the influence of advanced

technological innovations, which leads to a significant rethinking and reformatting of classical business models. One of the most important technologies of the new generation is artificial intelligence (AI), which is interpreted as a set of intelligent systems capable of processing large amounts of data, conducting analytics and making decisions without the need for direct programming [1]. The integration of AI into the internal business processes of enterprises radically changes the configuration of the competitive field, allowing companies to form innovative management models and gain sustainable advantages in a globalized market. In 2024, 78% of organizations will use AI in at least one business function (up from 55% in 2023) [2].

Scientific discourse is increasingly focusing on the issue of innovative business models as a key tool for enterprises to adapt to the challenges of digitalization. At the same time, most studies focus mainly on external factors (antecedents) that act as determinants of companies' innovation activity, in particular, technological breakthroughs, changes in the institutional environment, or competitive pressure [1]. In general, the existing approach mainly treats innovation as a business response to changing external circumstances. The need to integrate artificial intelligence into the adaptive management of enterprises determines the relevance of this study, since modern business conditions require the introduction of effective tools that can optimize business processes, minimize risks and increase the overall effectiveness of management decisions.

Analysis of recent research and publications.

Studies by Semenenko [1], Agnese, Arduino and Di Prisco [2], Saviano et al. [3], Schulz et al. [4], Zorman et al. [5], Antoniuk and Koliada [6], McKinsey & Company [7], Caputo [8], Leszkiewicz et al. [9], Pshenychna [10], and Zhyvko and Petrukha [11] emphasize the significant impact of artificial intelligence technologies on various aspects of enterprise functioning. In particular, they highlight the role of AI in optimizing business processes, automating human resources management, increasing the efficiency of financial activities, improving production processes, developing marketing strategies, and forming digital competencies, which contributes to the transformation of business models, in particular, strategic thinking in business.

The purpose of the article. To conduct an analytical study of the impact of artificial intelligence technologies on the functioning of enterprises, in particular in terms of solving specific problems and improving the efficiency of business processes.

Summary of the main material.

The digital transformation of enterprises in modern conditions is a key vector of strategic renewal of economic activity, which involves not only the implementation of innovative technological solutions but also a significant transformation of classical management models. This means a deep modernization of all functional blocks, including production processes, logistics, marketing communications, HR procedures and customer service. The main driver of such changes is artificial intelligence (AI), which radically increases the efficiency of implementing the concept of adaptive management [3].

Adaptive management is interpreted as a system of dynamic response to changes in the external environment through the effective mobilization of internal resources of the enterprise. The concept is centered on flexible strategizing, realistic forecasting, and real-time decision-making. Given the growing uncertainty, market volatility, and increased competition, traditional hierarchical management models are losing their relevance, while AI is becoming not just a technological option, but a mandatory tool for adapting and modernizing management practices [4]. Artificial intelligence provides systematic support for the decision-making process by processing large amounts of data at high speed, identifying patterns, assessing risks, and predicting market changes. The use of machine learning algorithms automates routine tasks, which leads to cost savings and increased productivity. Intelligent analytical systems allow to build management decisions based on reliable information, reducing the subjective influence of the human factor and increasing the efficiency of organizational management. AI is transforming the approach to customer relationship management by providing in-depth analysis of behavioral patterns, building personalized offers, and forecasting consumer needs, which helps to strengthen customer loyalty and increase sales. In HR management, artificial intelligence algorithms provide an effective assessment of competencies, automated recruitment, and the development of

individualized learning paths and professional development programs.

In the financial sector, artificial intelligence is a key tool for assessing creditworthiness, identifying investment risks, detecting abnormal transactions, and building adaptive financial strategies. In the context of economic volatility, intelligent technologies enable the reorientation of logistics schemes, reduction of operating costs, and creation of new business models. Companies that have implemented AI in their management structure demonstrate increased resilience to external challenges and the ability to expand their market presence based on data. The modern economic environment is characterized by extreme complexity, dynamism, and unpredictability, which determines the need for flexible management practices [5]. In an environment where hierarchical structures with rigid strategic planning are losing relevance, adaptive management is an effective alternative focused on operational decision-making, digital integration, and decentralization of responsibility. The key principles of the adaptive approach are self-regulation, flexibility, innovation, and data-driven management.

Digitalization processes support the transition from subjective and intuitive management decisions to an evidence-based management model dominated by data, analytics, and forecasting. The use of tools such as Big Data, cloud computing, IoT, digital platforms and visualization analytical systems creates an environment for an adaptive response to changes in market conditions. Such solutions facilitate operational monitoring of the company's performance, risk assessment, and implementation of preventive measures [6].

At present, the great leap in the development of artificial intelligence is the core of a new management paradigm focused on technological integration, flexibility and sustainability under conditions of uncertainty, its implementation allows the formation of adaptive organizational structures that can not only respond to external influences but also actively form vectors of sustainable innovation development - Fig. 1.

According to the figure, the dynamics of the artificial intelligence market volume indicates a rapid increase in investment flows and the use of AI in various sectors of the economy.

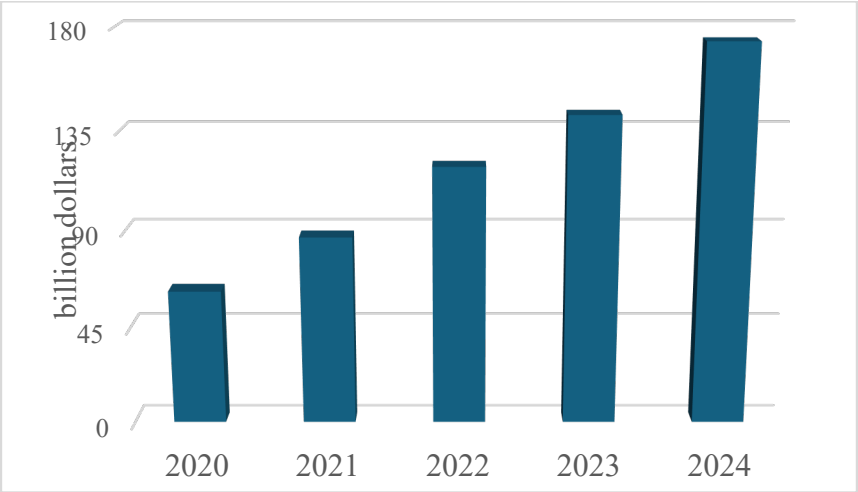

Figure 1. The size of the global artificial intelligence market

Source: compiled by the author based on [7].

The dynamics of rapid growth confirms the increasing adoption of intelligent technologies, which increases the efficiency of business processes, stimulates innovation and changes the competitive environment. Based on the chart above, authors can make a forecast for 2025, which could reach about $195 billion. The projected increase in AI investments for 2025 indicates that this technology will remain a key driver of digital transformation in the coming years, opening up new opportunities for business development and strategic advantages in the market. At the same time, the active growth of the market requires further attention to regulatory and legal regulation and risk management related to the use of AI.

To illustrate the scale of digital transformation of enterprises involving AI, the following visualization is provided - Fig. 2.

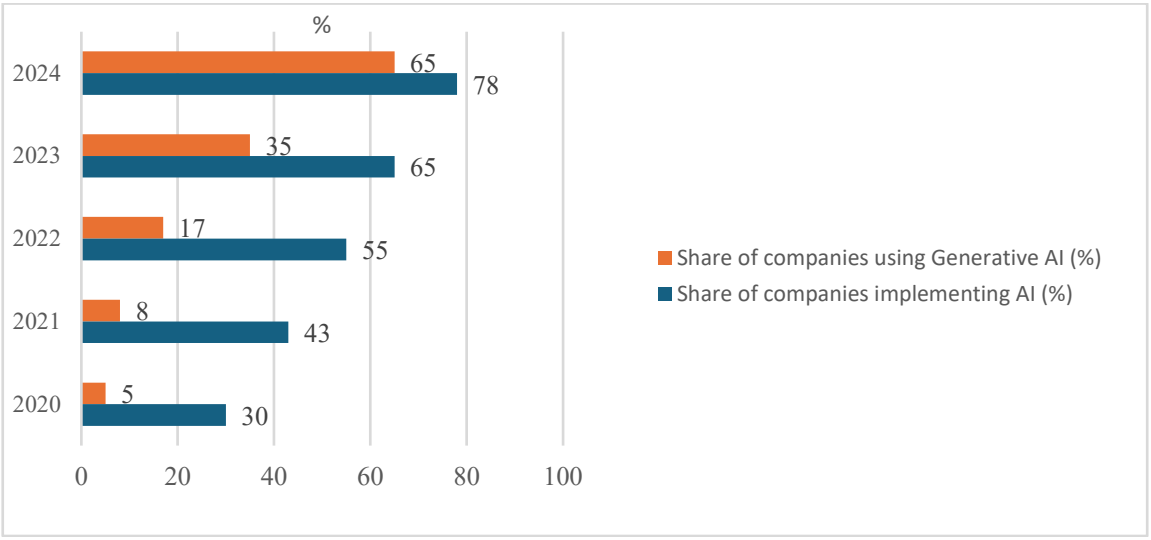

Figure 2. Prevalence of AI and Generative AI in the business environment (%)

Source: compiled by the author based on [7].

As shown in Figure 2, the introduction of artificial intelligence demonstrates a steady positive trend, which indicates its growing importance in adaptive management systems. It should be noted that the introduction of artificial intelligence into the adaptive management system creates the prerequisites for strengthening the ability of enterprises to respond to the challenges of the digital economy in a timely and effective manner, while increasing their flexibility, productivity and innovation. In the context of continuous progress in digital technologies, the functional role of artificial intelligence in enterprise management will become increasingly important, acting as a key factor in improving the efficiency of management decisions and strengthening the competitiveness of business entities in a dynamic market environment.

The generative artificial intelligence tools presented in Table 1 demonstrate a high level of autonomy in creating various types of data in accordance with the content requests of users, which allows us to identify three key areas of their functional application. First, text data is generated on the basis of Natural Language Processing (NLP) technologies, which ensure the implementation of such tasks as linguistic analysis, logical and semantic interpretation of texts, machine translation, automatic information summarization, as well as detection and classification of named entities. Secondly, tabular data are created in the form of structured arrays, where column variables reflect the relevant attribute characteristics, and rows serve as a representation of individual units of observation [2]. Thirdly, visual data generated by Computer Vision (CV) covers a wide range of tasks, including visual image classification, object detection with subsequent segmentation, and in-depth contextual analysis of video streams. This multifunctionality of generative models opens up new horizons for their effective implementation in analytical, managerial, and strategic business processes in the context of the digital transformation of the economy [3].

Scientific research shows that generative artificial intelligence tools have a multilevel impact on the management system, covering the strategic, functional and administrative levels. At the level of strategic management, these technologies are used to formulate rational decisions by obtaining relevant recommendations in accordance with specific management situations. On the functional level, generative AI is used to

automate communication with customers and improve the efficiency of personnel management. At the administrative level, these technologies ensure the automatic execution of repetitive tasks, including the organization of business meetings, preparation of documentation, and record keeping. The high degree of adaptability inherent in solutions such as ChatGPT allows them to be widely implemented in various sectors of the economy: e-commerce, trade, medicine, finance and banking, telecommunications, transportation and logistics, industrial production, education, tourism, hospitality, real estate, entertainment, marketing and advertising [10].

Table 1 - Generative artificial intelligence technologies

Name of AI tool	Functional purpose
Midjourney, Stable Diffusion, Firefly	Generation of visual content by creating images based on text queries used for design, presentations, and marketing materials.
ChatGPT, Bard, Bing AI	Automated creation of textual content, including analytical reports, articles, product descriptions, dialogs, and responses to customer service queries.
Copilot (Microsoft)	Generates, maintains, and corrects program code with auto-complete elements, which increases developer productivity and simplifies work with IT products.
Grammarly, LanguageTool	Intelligent linguistic analysis to detect and automatically correct spelling, grammar, and stylistic errors in text documents.
Tripnotes.AI	An AI-powered travel planning tool that offers routes, logistics, and personalized recommendations based on user preferences.
Adobe Experience Cloud	A platform for accelerating the implementation of creative projects and automating marketing processes, providing personalized interaction with the target audience.
Performance Max (Google)	Generation of advertising headlines, descriptions, and visual elements with their subsequent automated placement on Google services: YouTube, Gmail, Google Maps, etc.

Source: developed by the author based on [1; 8-9].

The intensive development of artificial intelligence (AI) technologies leads to a fundamental transformation of modern approaches to strategic management and modification of business models of enterprises. In the digital economy, business entities are forced to respond quickly to dynamic changes in the external environment, using data mining tools and analytical technologies to make informed management

decisions. The integration of artificial intelligence systems creates opportunities for the formation of highly flexible business models that can quickly adapt to changes in consumer behavior, the emergence of new technologies and growing competitive pressure (Table 2).

Table 2 - Key aspects of the impact of artificial intelligence on strategic thinking and management in business

No. s/n	Direction of influence	Content and characteristics
1	Transformation of strategic management	Artificial intelligence is changing traditional approaches to strategic planning, allowing businesses to create adaptive, data-driven management models.
2	Flexibility of business models	Real-time analysis of large volumes of structured and unstructured data enables dynamic adaptation of business processes to market changes.
3	Dynamic pricing	AI allows businesses to quickly change prices depending on demand factors, seasonality, and the competitive environment to maximize profits.
4	Analytical forecasting	Machine learning algorithms provide the formation of multidimensional business development scenarios, which reduces the level of strategic uncertainty.
5	Automated decision-making	Intelligent systems are able to independently select optimal management decisions based on data analysis, in particular in HR, finance, and logistics.
6	Financial barriers to implementation	The high cost of AI integration limits the accessibility of the technology for small and medium-sized enterprises. Significant investments in infrastructure and maintenance are required.
7	Technical challenges	Businesses face problems with data collection, unification, and storage, which affects the efficiency of AI algorithms.
8	Staff shortage	The high demand for AI specialists exceeds the supply, which makes it difficult to form professional teams to implement AI solutions.
9	Ethical and legal risks	Automated solutions can be biased; the risk of personal data leakage increases; there is a need for ethical regulation.
10	Development prospects	Further improvement of technologies, integration of AI with blockchain, quantum computing, and AR opens up new horizons for strategic thinking and autonomous management.

Source: developed by the author based on [1; 8-10].

According to the results of current research, digital competencies, despite their key role in working with big data, account for only about 30% of the professional profile of a specialist in this field, while non-digital skills (e.g., analytical thinking, strategic vision, and adaptability) cover 31%, and interpersonal skills (teamwork, communication skills, leadership, and emotional intelligence) account for the largest share, 39%. Such a structure of professional qualifications indicates the need for an integrated approach to training personnel who are able not only to work with artificial intelligence and data processing technologies, but also to interact effectively in an interdisciplinary environment, ensuring the integration of AI into the management processes of enterprises [11].

In retail and e-commerce, the use of artificial intelligence significantly increases the competitiveness of enterprises by enabling deep personalization of customer experience, optimization of inventory management, and rapid analysis of the competitive environment. The introduction of AI in the field of recruitment and personnel management contributes to the automation of candidate selection processes, improvement of communication mechanisms, and more accurate formation of human resources. In the financial sector, intelligent technologies are used to assess risks, implement biometric identification systems, personalize customer service, and improve the efficiency of investment resource management. Manufacturing companies use AI to detect production defects and predict maintenance, which reduces costs and increases productivity. In the hospitality sector, intelligent solutions provide data standardization, personalized service, and improved customer experience through accurate forecasting of needs. In the agricultural sector, artificial intelligence technologies contribute to monitoring animal health, analyzing soil conditions, forecasting yields, and automating agricultural processes, which generally increases the efficiency of agricultural production [9].

Conclusions.

In the current conditions of global competition and intensive development of innovative technologies, artificial intelligence, in particular such tools, is becoming increasingly important as a key driver of business efficiency, providing not only

optimization of current business processes, but also the creation of new models of strategic management and innovation activities that help strengthen the competitive position of enterprises in various industries - from corporate administration to customer service; the analytical study confirms that AI technologies provide.

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Анотація. *Активне проникнення цифрових технологій у всі аспекти суспільно-економічного розвитку спричиняє глибокі трансформації бізнес-моделей, сприяє інтенсифікації глобалізаційних процесів у підприємницькому середовищі, змінює парадигму управління персоналом та спричиняє автоматизацію ключових виробничо-управлінських функцій завдяки впровадженню інтелектуальних алгоритмів і систем машинного навчання. У межах статті проведено комплексне дослідження впливу штучного інтелекту (ШІ) на еволюцію стратегічного мислення в бізнесі у межах різних галузей економіки. Встановлено, що провідні компанії у світі активно використовують інструменти ШІ для стимулювання інноваційного розвитку, оптимізації операційної діяльності та формування довгострокової конкурентної переваги в умовах динамічних технологічних змін. Дослідницький акцент зосереджено на аналізі трансформації стратегічного мислення підприємств під впливом інтелектуальних технологій, з особливим урахуванням зовнішніх викликів, які слугують детермінантами оновлення бізнес-моделей. Виявлено дефіцит досліджень, присвячених безпосередньому впливу ШІ на інноваційні процеси бізнес-моделювання, що обґрунтовує потребу у розширенні наукового дискурсу з цієї проблематики. Крім того, у статті розкрито роль ШІ як чинника переосмислення корпоративної взаємодії, трансформації моделей конкурентоспроможності та динаміки інноваційного розвитку. Штучний інтелект розглядається як ключовий драйвер створення нових ринкових можливостей та генератор проривних змін. Особлива увага приділяється дослідженню взаємодії ШІ з технологіями Інтернету речей (IoT), що потенційно можуть виступати каталізатором подальшого зростання інноваційного потенціалу бізнес-моделей у контексті цифрової економіки. Проведене дослідження доводить, що застосування технологій штучного інтелекту виступає чинником суттєвого підвищення гнучкості бізнес-систем до змін у зовнішньому середовищі, сприяє удосконаленню процесів стратегічного планування та оперативного управління, а також дозволяє зменшити витрати на виконання рутинних операцій.*

Водночас результати дослідження засвідчують потребу в подальшому концептуальному та практичному осмисленні механізмів впровадження ШІ у систему ведення бізнесу. Зокрема, актуальними є питання формування інтегрованих стратегій

цифрової трансформації, вдосконалення правового забезпечення функціонування інтелектуальних технологій та розроблення інструментів оцінювання і нейтралізації супутніх ризиків. Забезпечення ефективного балансу між інноваційними перевагами та викликами.

Ключові слова: *штучний інтелект, стратегічне мислення, цифрова трансформація, бізнес-стратегії, прийняття управлінських рішень, інноваційний менеджмент, аналітика даних, адаптивність бізнесу, технології майбутнього, корпоративне управління.*