

Original Article

Artificial Intelligence as a Strategic Resource in Business: A Systematic Literature Review

Loui Maie R. De La Fuente¹ , Francis Michael Yambao² 

Author Information:

¹Entrepreneurship Department, College of Business Education and Accountancy, Bulacan State University, Bulacan, Philippines

²Graduate School, Centro Escolar University, Manila City, Philippines

Corresponding Author:

Loui Maie R. De La Fuente
delafuentelouimaie@gmail.com

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Abstract. Artificial intelligence (AI) has emerged as an important strategic resource in the contemporary business environment, influencing organizational competitiveness, innovation, and decision-making across multiple industries. This systematic literature review examines how the existing literature positions AI in the development of business strategies across the manufacturing, financial, retail, e-commerce, education, agriculture, and technology sectors. Following the PRISMA 2020 guidelines, studies published between 2015 and 2025 were identified through Scopus, Web of Science, ScienceDirect, and Google Scholar, screened using predefined inclusion and exclusion criteria, and evaluated based on publication year, document type, language, research themes, empirical contribution, theoretical value, and journal impact factor. Of the records retrieved, 20 articles met the eligibility criteria and were included in the final review. The findings indicate that most studies relied on secondary data sources, including patent databases, bibliometric records, company datasets, and published literature, whereas relatively few employed primary data collected through surveys, interviews, or organizational respondents. The review also found that much of the literature adopts a global or non-region-specific perspective, with limited empirical evidence from specific regional contexts. Across the reviewed studies, machine learning, AI-based computational modeling, text mining, natural language processing, and bibliometric analysis were the most frequently used methodological approaches. The literature also consistently identifies implementation challenges, ethical considerations, governance issues, and organizational readiness as critical factors influencing AI adoption. Overall, the reviewed literature positions AI as a strategic resource that can enhance business performance and competitiveness when supported by appropriate governance, organizational capabilities, and context-specific implementation.

Keywords: *Artificial intelligence; Digital transformation; Global business strategy; Strategic management; Systematic literature review.*

Artificial intelligence (AI) has emerged as one of the most transformative technologies shaping contemporary business strategy. As organizations operate in an increasingly digital and competitive environment, AI has become an important organizational resource for improving decision-making, enhancing operational efficiency, fostering innovation, and strengthening competitive advantage. Unlike traditional information systems that primarily support routine business processes, AI enables organizations to analyze vast amounts of data, automate complex tasks, generate predictive insights, and facilitate strategic

decision-making. Consequently, businesses across diverse industries have increasingly incorporated AI into their operations to improve organizational performance and respond more effectively to changing market conditions.

Historically, organizations relied on conventional analytical methods and human expertise to manage operations and formulate strategic decisions. Recent technological advancements, however, have expanded AI's capabilities beyond automation to include predictive analytics, intelligent decision support, and adaptive learning systems. According to Fuster et al. (2021), AI-based approaches can produce more accurate analyses than many traditional statistical techniques when processing large and complex datasets. Similarly, Lim (2025) reported that AI technologies improve operational accuracy while reducing human error and production costs. Hyiamang and Liu (2025) also found that organizations integrating AI into strategic initiatives reported improvements in productivity, innovation, and long-term competitiveness.

The strategic value of AI is evident across multiple industries. In manufacturing, AI supports predictive maintenance, quality assurance, process optimization, and production planning, enabling organizations to minimize equipment failures, improve product quality, and reduce operational costs (Plathottam et al., 2023). Within financial services, AI has significantly improved fraud detection, credit risk assessment, regulatory compliance, and financial decision-making. AI-driven algorithms enable financial institutions to identify suspicious transactions, evaluate customer creditworthiness, and strengthen risk management practices, thereby improving operational efficiency and financial security (Islam et al., 2024; Alhajer & Alhashem, 2023).

Similarly, AI has transformed the retail and e-commerce sectors by supporting customer relationship management, personalized marketing, demand forecasting, and supply chain optimization. Following the rapid expansion of digital commerce during and after the COVID-19 pandemic, businesses increasingly adopted AI-powered applications to understand consumer behavior, recommend products, optimize pricing strategies, and improve customer experiences. Mohd Amin et al. (2025) reported that multinational companies have successfully leveraged AI to personalize marketing strategies and predict consumer preferences across international markets. Likewise, Wang (2024) emphasized that machine learning algorithms improve market targeting and strengthen organizational competitiveness, while Nweje and Taiwo (2025) showed that AI supports more efficient inventory management, logistics planning, and demand forecasting.

Despite these benefits, organizations still face significant challenges when adopting AI technologies. High implementation costs, limited technical expertise, ethical concerns, data privacy issues, regulatory compliance, and organizational readiness remain major barriers to successful AI integration. Small and medium-sized enterprises often face financial and technological constraints that limit their ability to implement advanced AI systems. Furthermore, because AI applications rely heavily on large volumes of organizational and customer data, concerns regarding cybersecurity, data governance, transparency, and ethical decision-making have become increasingly important. These challenges highlight that successful AI adoption requires not only technological investment but also effective governance structures, skilled human resources, and organizational preparedness.

Given these concerns, researchers have emphasized responsible AI governance. Jobin et al. (2019) argued that organizations should establish ethical guidelines and governance frameworks to ensure transparency, accountability, fairness, and compliance with data protection regulations during AI implementation. These governance mechanisms enable organizations to maximize AI's strategic benefits while minimizing ethical, legal, and operational risks.

Although the growing body of literature demonstrates AI's expanding role across manufacturing, finance, retail, education, agriculture, and technology, much of the research examines AI within individual industries or organizational contexts. Moreover, several studies employ AI primarily as an analytical or computational technique; for example, in machine learning, predictive modeling, text mining, or bibliometric analysis, rather than examining AI as a strategic organizational resource that shapes business performance, competitiveness, and long-term value creation. Consequently, the broader strategic role of AI across industries remains fragmented and insufficiently synthesized.

To address this gap, this systematic literature review synthesizes existing evidence on how AI is positioned as a strategic organizational resource in global business. Specifically, the review examines the industries most frequently investigated, the dominant data sources, geographic contexts, and methodological approaches used in

existing studies, as well as the implementation challenges and governance issues associated with AI adoption. Accordingly, this study seeks to answer the following research questions: (1) Which industries have been most frequently examined in studies on artificial intelligence as a strategic resource in global business? (2) What data sources, geographic settings, and methodological approaches dominate the existing literature? (3) How is artificial intelligence positioned in the literature as a strategic organizational resource across industries? and (4) What implementation challenges and governance concerns associated with AI adoption are reported in the existing literature? By addressing these questions, this review synthesizes current evidence and identifies directions for future research and practice on the strategic use of AI in global business.

Methodology

Research Design

This study employed a systematic literature review (SLR) to synthesize and critically examine the existing body of knowledge regarding artificial intelligence (AI) as a strategic resource in global business. A systematic literature review provides a structured, transparent, and reproducible approach to identifying, selecting, appraising, and synthesizing relevant evidence while minimizing bias risk through predefined procedures rather than eliminating it entirely (Page et al., 2021). The review followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 Statement to guide identification, screening, eligibility assessment, study inclusion, data extraction, and reporting (Page et al., 2021). The authors did not register a review protocol before conducting the study. Future reviews are encouraged to register protocols in databases such as PROSPERO or the Open Science Framework to further enhance transparency and methodological rigor. Two independent reviewers conducted the title and abstract screening, full-text eligibility assessment, data extraction, and quality appraisal of the included studies. Reviewers resolved disagreements through discussion and consensus, referring to the predefined inclusion and exclusion criteria. When reviewers could not reach consensus immediately, they re-examined the full-text articles before making the final decision.

Data Gathering Procedure

The literature search followed the PRISMA 2020 guidelines (Page et al., 2021). The authors retrieved relevant studies published between 2015 and 2025 from Scopus, Web of Science, and EBSCOhost using predefined Boolean search strings. After removing duplicates, two reviewers independently screened titles, abstracts, and full-text articles based on the established inclusion and exclusion criteria. The authors resolved disagreements through discussion and consensus. A total of 20 studies met the eligibility criteria and were included in the final review.

Data Analysis Procedure

Thematic synthesis was used to analyze the included studies. The researchers extracted relevant information, including industry sector, data source, methodology, AI's strategic role, implementation challenges, and governance issues, using a standardized data extraction form. Two reviewers independently coded the studies and resolved discrepancies through consensus. The extracted data were then organized into themes corresponding to the study's four research questions.

Search Strategy

Literature search was done using Scopus, Web of Science, and EBSCOhost, selected for their extensive coverage of peer-reviewed multidisciplinary research. The search strategy combined controlled vocabulary and Boolean operators to capture studies examining AI as a strategic organizational resource across business contexts. The primary search string was: ("artificial intelligence" OR "AI") AND ("global business strategy" OR "international strategy" OR "strategic management" OR "business strategy") AND ("industry" OR "manufacturing" OR "banking" OR "finance" OR "retail" OR "e-commerce" OR "logistics" OR "education" OR "agriculture" OR "technology" OR "governance" OR "workforce") Database-specific search syntax was modified when necessary while preserving the conceptual meaning of the search. The searches were limited to English-language peer-reviewed publications published between 2015 and 2025.

Inclusion and Exclusion Criteria

Studies were selected using predefined inclusion and exclusion criteria (Table 1). Eligible studies were peer-reviewed journal articles or review papers published between 2015 and 2025, written in English, indexed in Scopus, Web of Science, or EBSCOhost, and explicitly examined AI as a strategic organizational resource, business capability, governance mechanism, or business transformation initiative. We excluded studies that used AI solely

as an analytical, computational, or statistical technique without discussing its strategic organizational implications.

Table 1. Inclusion and Exclusion Criteria

Criteria	Inclusion Criteria	Exclusion Criteria
Year range	Studies published from 2015 to 2025	Studies published outside the 2015-2025 period
Language	Studies written in English	Non-English publications
Document type	Peer-reviewed journal articles and review articles relevant to AI and business strategy	Errata, editorials, notes, letters, short surveys, retracted papers, data papers, dissertations, and non-scholarly materials
Database	Studies indexed in Scopus, Web of Science, or EBSCOhost	Studies not indexed in the selected academic databases
Subject relevance	Studies focused on artificial intelligence, global business strategy, international strategy, strategic management, industry transformation, innovation, competitiveness, governance, or AI adoption across industries	Studies that mention AI but are not related to business strategy, strategic management, industry application, or organizational transformation

Study Selection

The study selection process followed the PRISMA 2020 framework. Records retrieved from the selected databases were imported into a reference management system, where reviewers identified and removed duplicate records before screening. Two reviewers independently screened titles and abstracts against the predefined eligibility criteria. Potentially relevant articles then underwent full-text assessment to determine final eligibility. We documented reasons for excluding studies during the full-text review to ensure transparency. After screening, 20 studies met all eligibility criteria and were included in the final synthesis.

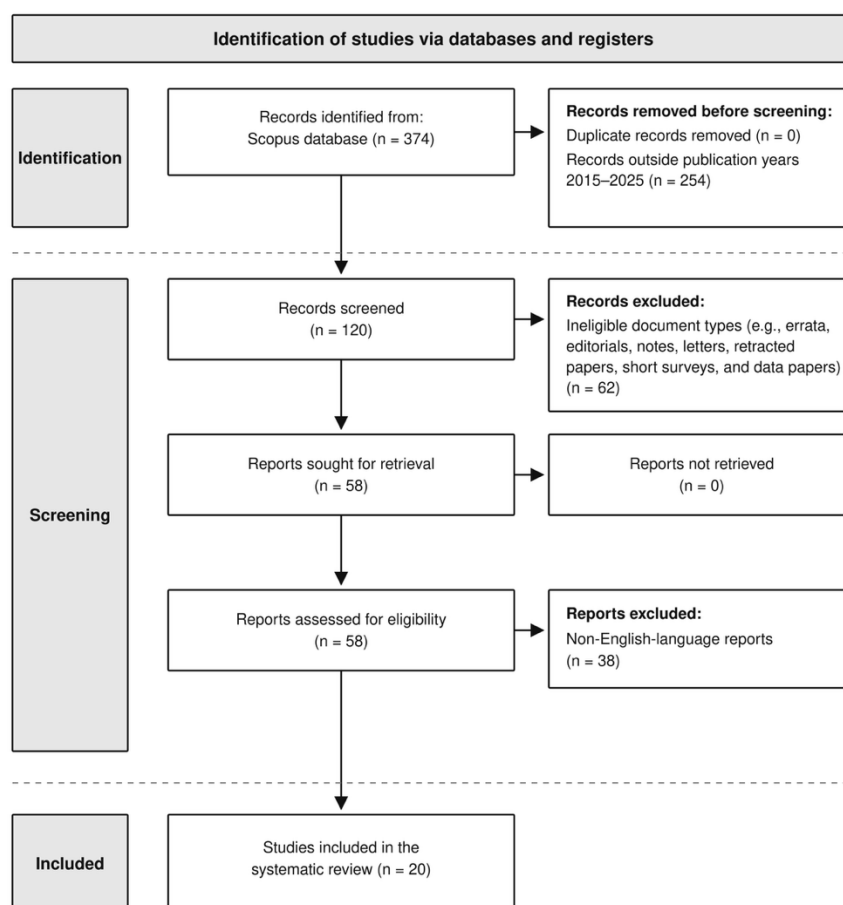


Figure 1. PRISMA Flow Diagram

Data Synthesis and Categorization

A standardized data extraction form was developed before the review. For each eligible study, the following information was extracted: author(s), publication year, country or geographic context, industry sector, research design, data source, sample characteristics (where applicable), analytical methods, strategic role of AI, implementation challenges, governance considerations, and principal findings. To ensure consistency, both reviewers independently extracted data from a subset of articles before completing the full review. Any discrepancies were resolved through discussion and consensus. Methodological quality was assessed using criteria appropriate to each study's research design. Journal Impact Factor was recorded only to describe publication outlets and was not used as a measure of methodological quality nor as an inclusion criterion.

Data Synthesis

A thematic synthesis approach integrated findings from the included studies. Initial coding focused on each article's objectives and findings. The authors then grouped similar concepts into broader themes aligned with the review questions. The synthesis examined industries where AI has been strategically adopted; dominant data sources, geographic settings, and methodological approaches; how AI is positioned as a strategic organizational resource; and implementation challenges, governance concerns, and organizational readiness associated with AI adoption. Where studies covered multiple industries or strategic themes, they were coded under all relevant categories to accurately represent their contributions. The final synthesis enabled cross-industry comparison while identifying recurring patterns, emerging themes, and research gaps concerning AI as a strategic resource in global business.

Ethical Considerations

This study did not involve human participants or the collection of primary data; therefore, it did not require ethics committee approval or informed consent. The review used publicly available peer-reviewed publications retrieved from recognized academic databases. Throughout the review, the researchers adhered to academic integrity by accurately citing all sources, objectively reporting findings, and following the PRISMA 2020 guidelines to ensure transparency, reproducibility, and responsible reporting.

Results and Discussion

Table 2. *Journal Impact Factor of Source Journals*

Journal Title	Impact Factor
Technological Forecasting and Social Change	13.3
Technovation	10.9
Computers and Electronics in Agriculture	8.9
Engineering Applications of Artificial Intelligence	8.0
Journal of Product Innovation Management	8.0
Strategic Management Journal	7.2
Journal of Enterprise Information Management	6.4
Long Range Planning	6.3
Big Data and Society	5.9
International Review of Economics and Finance	5.6
Journal of the Knowledge Economy	4.0
Scientific Reports	3.9
Journal of Global Information Management	3.9
Sustainability	3.3
Energies	3.2
Administrative Sciences	3.1
Systems	3.1
International Journal of Organizational Analysis	2.9

Table 2 summarizes the Journal Impact Factors (JIFs) of the publication outlets of the included studies, ranging from 2.9 to 13.3. The reviewed articles were published in journals focusing on technology management, innovation, artificial intelligence, strategic management, and business transformation, indicating that AI-related strategic research is disseminated across established multidisciplinary journals. However, the Journal Impact Factor was used only to describe publication outlets, not to measure the methodological quality or risk of bias of individual studies. Consequently, the review interprets findings based on the methodological characteristics and reported evidence of the included studies rather than the journals' prestige or citation performance.

Type of Data

Table 3 shows that 17 of the 20 included studies (85%) primarily relied on secondary data, including archival company records, patent databases, bibliometric datasets, published literature, and organizational documents, whereas three studies (15%) incorporated primary data through surveys, interviews, or user-based responses. This suggests that the current literature largely relies on existing datasets and documentary evidence, with relatively few studies examining organizational experiences through direct data collection.

Table 3. *Summary of Articles Included*

Title	Year	Author	Data Type	Source of Data	Sample Sizes / Respondents / Locale of the Study
Firms' Knowledge Profiles: Mapping Patent Data with Unsupervised Learning	2017	Suominen, A.; Toivanen, H.; Seppänen, M.	Secondary Data; Quantitative / Computational Empirical Study	USPTO full-text patent data analyzed using unsupervised learning and LDA topic modeling	Nearly 160,000 full-text USPTO patents in the telecommunications industry; focused on leading telecommunications firms from 2001–2014; no human respondents.
A Framework for AI-Powered Service Innovation Capability: Review and Agenda for Future Research	2023	Akter, S.; Hossain, M. A.; Sajib, S.; Sultana, S.; Rahman, M.; Vrontis, D.; McCarthy, G.	Secondary Data; Theoretical Model / Review-Based Framework	Published literature on AI-powered service innovation capability	No respondent sample; literature-based framework focusing on AI-market capability, AI-infrastructure capability, and AI-management capability.
Overcoming "Digital Divides": Leveraging Higher Education to Develop Next Generation Digital Agriculture Workforce	2024	Bampasidou, M.; Goldgaber, D.; Gentimis, T.; Mandalika, A.	Secondary Data; Theoretical / Policy Model	Literature and policy discussion on Agriculture 4.0, digital agriculture, higher education, extension, and AI-ready workforce development	No respondent sample; sectoral focus on agriculture, higher education, and extension systems.
Examining the Application of Strategic Management and Artificial Intelligence in Human Resource Optimization, Sustainability, Advertising, and Branding	2025	Ruoxing, C.; Jianning, W.; Basem, A.; Hussein, R. A.; Salahshour, S.; Baghaei, S.	Secondary / Modeling Data; Quantitative AI Modeling	Article-contained datasets and ANN / regression modeling	Exact sample size or respondent count was not stated in accessible abstract/pages; model-based study involving HR optimization, sustainability, advertising, and branding contexts.
Decentralization, Blockchain, Artificial Intelligence (AI): Challenges and Opportunities	2025	Hui, X.; Tucker, C.	Secondary Data; Theoretical Model	Literature on strategic management, blockchain, decentralization, AI, innovation management, and open-source AI	No respondent sample; proposes a selective decentralization framework for strategic AI adoption.
Artificial Intelligence and the Changing Sources of Competitive Advantage	2022	Krakovski, S.; Luger, J.; Raisch, S.	Secondary Archival / Performance Data; Quantitative Empirical Study	Chess tournament data comparing conventional chess, centaur chess, and computer chess	Sample consists of identical chess players across different tournament formats; exact number of observations was not stated in accessible abstract/pages.
AI in Enterprise Management: Determinants of Purchase Intention among CEOs without AI Experience	2025	Maldonado-Canca, L.-A.; Cabrera-Sánchez, J.-P.; Casado-Molina, A.-M.	Primary Data; Quantitative Empirical Study	Questionnaire survey analyzed using PLS-SEM and necessary condition analysis	252 CEOs without prior AI experience; respondents evaluated AI adoption in enterprise management.
What to Teach When We Teach Digital Strategy? An Exploration of the Nascent Field	2022	Cepa, K.; Schildt, H.	Secondary Document Data; Qualitative Content Analysis and Network Analysis	Postgraduate / MBA module descriptions and MOOC course materials or syllabi	27 educational offerings, consisting of 12 postgraduate / MBA modules and 15 MOOCs; education and digital strategy context.
The Ethics of AI Value Chains	2025	Attard-Frost, B.; Widder, D. G.	Secondary Data; Theoretical Model / Integrative Review	Literature on value chains, AI value chains, strategy,	67 sources included in the integrative review; no human

Title	Year	Author	Data Type	Source of Data	Sample Sizes / Respondents / Locale of the Study
				service science, economics, governance, industry, and AI ethics	respondents; global AI value-chain context.
Impact of Board Diversity on Chinese Firms' Cross-Border M&A Performance: An Artificial Intelligence-Based Optimization Approach	2024	Ding, S.; Du, M.; Cui, T.; Zhang, Y.; Duygun, M.	Secondary Archival / Company Data; Quantitative Empirical Study with AI Optimization	CSMAR database and UNCTAD cross-border M&A data; regression and particle swarm optimization	373 cross-border M&A observations from listed companies in mainland China from 1998–2015.
How Research Variability Drives Technological Evolution for Fostering and Managing New Directions of Emerging Technologies	2025	Coccia, M.	Secondary Bibliometric / Patent Data; Quantitative Scientometric Analysis	Scopus occurrences / keywords and patent data for emerging technologies	160 high-frequency research topics across quantum imaging, quantum metrology, quantum sensing, and quantum optics; no human respondents.
The Analysis of Strategic Management Decisions and Corporate Competitiveness Based on Artificial Intelligence	2025	Pu, Y.; Li, H.; Hou, W.; Pan, X.	Secondary Dataset / Modeling Data; Quantitative AI Model	UCI Online Retail Data and Crunchbase company, investment, and financing data	Dataset-based corporate strategy study; no human participants or respondents; sample based on business and retail datasets.
The Progress of Business Analytics and Knowledge Management for Enterprise Performance Using Artificial Intelligence	2022	Liu, Q.; Li, J.	Mixed Data / Modeling Data; Includes Primary Questionnaire Component	Clothing e-commerce / fashion data warehouse, optimized genetic algorithm model, and HCI customer trust questionnaire	Respondents were voice-interaction users in the questionnaire component; exact sample size and locale were not stated in accessible abstract/pages.
Application of Interpretable Artificial Intelligence for Sustainable Tax Management in Manufacturing Corporations	2025	Han, N.; Xu, W.; Song, Q.; Zhao, K.; Xu, Y.	Secondary Company Data; Quantitative Machine-Learning / XAI Empirical Study	Wind database and supplementary company data for Chinese manufacturing corporations	1,436 data samples from manufacturing corporations in China; no human respondents.
Agriculture 5.0: A New Strategic Management Mode for a Cut Cost and an Energy Efficient Agriculture Sector	2022	Ragazou, K.; Garefalakis, A.; Zafeiriou, E.; Passas, I.	Secondary Bibliometric Data; Quantitative Bibliometric Empirical Study	Scopus database analyzed using Biblioshiny / Bibliometrix and VOSviewer	2,000 Scopus documents from 2017–2021 related to smart agriculture, precision agriculture, Agriculture 5.0, and energy efficiency; global agriculture context.
Electrifying Strategic Management: Leveraging Electric Vehicles for Sustainable Value Creation	2024	Gouveia, S.; de la Iglesia, D. H.; Abrantes, J. L.; López Rivero, A. J.; Silva, E.; Gouveia, E.; Santos, V.	Secondary Bibliometric / Systematic Review Data; Quantitative Bibliometric Analysis	Scopus database, PRISMA selection, and VOSviewer bibliographic coupling	74 selected Scopus papers on electric vehicles, strategic management, value creation, and sustainability; no human respondents.
Managing the Strategic Transformation of Higher Education through Artificial Intelligence	2023	George, B.; Wooden, O.	Secondary Literature Data; Theoretical Model / Strategic Assessment	Systematic review, meta-analysis, and narrative review using academic databases	No primary respondents; literature-driven strategic assessment of AI and smart universities in the higher education sector.
Ethical Leadership and Management of Small- and Medium-Sized Enterprises: The Role of Artificial Intelligence	2025	Štrukelj, T.; Dankova, P.	Secondary Literature Data; Qualitative Literature Analysis and Theoretical Model	Scientific literature from Web of Science, Scopus, and Google Scholar on AI in SMEs and ethical leadership	86 high-quality sources included after screening; no human respondents; SME and ethical AI decision-making context.
Redefining Organizational Resilience and Success: A Natural Language Analysis of Strategic	2025	Bucovețchi, O.; Voipan, A. E.; Voipan, D.; Stanciu, R. D.	Secondary Bibliometric / Text Data; Quantitative Natural Language Processing Analysis	Peer-reviewed publication corpus from Web of Science and Scopus	1,597 peer-reviewed publications; no human respondents; domains include health, organizations, human resources, strategy,

Title	Year	Author	Data Type	Source of Data	Sample Sizes / Respondents / Locale of the Study
Domains, Semantics, and AI Opportunities Artificial Intelligence in Talent Acquisition: Exploring Organisational and Operational Dimensions	2024	Paramita, D.; Okwir, S.; Nuur, C.	Primary Data; Qualitative Empirical Study	Semi-structured interviews and meetings analyzed using grounded theory	innovation, education, society, and environment. Participants included HR professionals, recruiters, and AI hiring platform providers in Sweden; exact sample size was not stated in accessible abstract/pages.

The reviewed studies also differed in research design. Several secondary-data studies were empirical, using archival company or patent databases, while others were theoretical reviews, bibliometric analyses, or conceptual frameworks. These approaches provide complementary perspectives but should not be interpreted as equivalent forms of evidence. Empirical studies contribute direct evidence of organizational AI adoption, whereas conceptual and review-based studies primarily propose frameworks or synthesize existing knowledge. Therefore, the predominance of secondary-data studies reflects the literature's current methodological direction rather than demonstrating AI's effectiveness as a strategic organizational resource.

Source of Data

The included studies used diverse data sources depending on their research objectives and designs. Primary-data studies collected information through questionnaires and semi-structured interviews involving organizational decision-makers and human resource professionals. In contrast, most studies relied on secondary sources, including patent databases, company records, bibliometric datasets, academic literature, and policy documents. These secondary sources enabled researchers to examine technological trends, organizational practices, and strategic developments across different industries. The variety of data sources demonstrates that research on AI as a strategic resource draws on multiple forms of evidence, each contributing different insights into organizational strategy and AI adoption.

Sample Sizes

The included studies reported different forms of evidence; therefore, direct comparison of sample sizes was not appropriate. Primary-data studies generally involved organizational respondents, such as CEOs, human resource professionals, and other stakeholders, whereas secondary-data studies analyzed archival company records, patent databases, bibliometric datasets, or published documents. Several theoretical and review-based studies did not include participant samples because they synthesized existing literature or proposed conceptual frameworks. Accordingly, interpret the reported sample sizes within each study's research design rather than as directly comparable measures of evidence.

Table 4. Industry Focus on Selected Studies

Primary industry / Sectoral setting	Representative studies/Authors	Number of studies	Percentage
General / cross-industry strategy, innovation, enterprise management, AI value chains, SMEs, and organizational resilience	Akter et al. (2023); Hui & Tucker (2025); Krakowski et al. (2022); Maldonado-Canca et al. (2025); Attard-Frost & Widder (2025); Coccia (2025); Štrukelj & Dankova (2025); Bucovečki et al. (2025)	8	40%
Agriculture and digital agriculture	Bampasidou et al. (2024); Ragazou et al. (2022)	2	10%
Education and higher education strategy	Cepa & Schildt (2022); George & Wooden (2023)	2	10%
Human resources, talent acquisition, advertising, branding, and sustainability functions	Ruoxing et al. (2025); Paramita et al. (2024)	2	10%
Retail, e-commerce, business analytics, and knowledge management	Pu et al. (2025); Liu & Li (2022)	2	10%
Telecommunications and patent-based technology strategy	Suominen et al. (2017)	1	5%
Finance and cross-border mergers and acquisitions	Ding et al. (2024)	1	5%
Manufacturing and sustainable tax management	Han et al. (2025)	1	5%
Energy, electric vehicles, and sustainable value creation	Gouveia et al. (2024)	1	5%
Total		20	100%

Table 4 indicates that general or cross-industry studies comprised the largest category in the final sample, accounting for eight studies (40%). These studies discuss AI in relation to organizational strategy, innovation, enterprise management, ethical governance, and organizational resilience across multiple business contexts. Sector-specific studies were identified in agriculture, education, human resources, retail and e-commerce, telecommunications, finance, manufacturing, and energy. Because this review included only 20 studies identified using predefined eligibility criteria and search terms, the sectoral distribution should be interpreted as representing the composition of the final sample rather than the overall volume of global AI research. The findings suggest that the reviewed literature spans multiple industries, although the evidence varies across sectors. Consequently, additional systematic reviews using broader search strategies may provide a more comprehensive understanding of sector-specific AI applications in business.

Table 5. *Distribution of Geographical Settings of Selected Studies*

Geographical Setting	Number of Studies	Percentage
Global / Not region-specific	16	80%
Asia	2	10%
Europe	1	5%
North America	1	5%
Total	20	100%

Table 5 presents the geographical settings of the included studies. Most of the reviewed articles (16 studies, 80%) were classified as global or not region-specific because they examined artificial intelligence (AI) using multinational datasets, cross-industry evidence, bibliometric databases, patent records, or conceptual frameworks without limiting the analysis to a single country or geographic region. Studies were classified as "global/not region-specific" when their findings were intended to apply across multiple countries or industries, or when they identified no specific national context. Only two studies (10%) were conducted within an Asian context, while one study each (5%) focused on Europe and North America. These region-specific studies examined AI adoption using organizational or country-level data within their respective geographic settings. The predominance of global or cross-industry studies suggests that current literature primarily emphasizes broad strategic and technological perspectives rather than region-specific organizational experiences.

However, these findings should be interpreted cautiously. The geographic distribution reflects only the 20 studies included in this systematic review, which were identified using predefined search terms, eligibility criteria, and selected databases. Consequently, the limited representation of some regions should not be interpreted as evidence that these areas are under-researched, but rather as a characteristic of the final sample included in this review. Future systematic reviews using broader search strategies and additional databases may provide a more comprehensive understanding of regional variations in AI adoption and strategic business applications.

Table 6. *Analytical Approaches of Selected Studies*

Analytical Approach	No. of Studies	Percentage
Machine learning / AI-based computational modeling, text mining, or NLP analysis	6	30%
Theoretical / conceptual / literature-based model synthesis	5	25%
Bibliometric / scientometric analysis	3	15%
Quantitative statistical modeling, regression, or optimization analysis	2	10%
Structural equation modeling / PLS-SEM / necessary condition analysis	1	5%
Qualitative content analysis and network analysis	1	5%
Systematic review / meta-analysis / narrative review	1	5%
Qualitative grounded theory / interview analysis	1	5%
Total	20	100%

Table 6 summarizes the analytical approaches employed in the included studies, reflecting the multidisciplinary nature of research on artificial intelligence (AI) in business strategy. Machine learning, AI-based computational modeling, text mining, and natural language processing (NLP) were the most frequently used approaches (6 studies, 30%), demonstrating the growing application of computational techniques to examine organizational data, strategic decision-making, and business processes. Theoretical and conceptual studies accounted for five articles (25%), indicating that much of the literature focuses on developing frameworks and explaining AI's strategic implications rather than empirically evaluating organizational outcomes. Bibliometric and scientometric analyses accounted for three studies (15%), highlighting continued interest in mapping research trends, intellectual structures, and technological developments in the field.

The remaining studies employed quantitative statistical modeling, structural equation modeling, qualitative content analysis, grounded theory, and systematic review methods. When studies used multiple analytical approaches, they were classified by the primary analytical method reported by the authors to maintain consistency across categories. The diversity of analytical approaches demonstrates that the literature combines computational, quantitative, qualitative, conceptual, and review-based methods to examine AI from different perspectives. However, the predominance of computational and secondary-data approaches suggests that current evidence is stronger in identifying broad organizational and technological patterns than in explaining how managers and organizations experience AI implementation in practice. Accordingly, the reviewed literature positions AI as a strategic organizational resource, although evidence strength varies by study design and methodological approach.

Table 7. Strategic Roles of AI of Selected Studies

Strategic Role	Representative Studies/Authors	How AI is Positioned in the Literature
Competitive advantage and strategic decision-making	Krakowski et al. (2022); Pu et al. (2025); Ding et al. (2024); Maldonado-Canca et al. (2025)	AI is used to support market analysis, business strategy, competitiveness, cross-border business decisions, enterprise management, and managerial decision-making.
Innovation and digital transformation	Akter et al. (2023); Hui & Tucker (2025); Coccia (2025); Cepa & Schildt (2022); George & Wooden (2023)	AI contributes to service innovation, emerging technology development, digital strategy, enterprise transformation, and the strategic transformation of education and organizations.
Operational optimization and business analytics	Liu & Li (2022); Han et al. (2025); Pu et al. (2025); Suominen et al. (2017); Ragazou et al. (2022)	AI supports forecasting, process optimization, e-commerce analytics, knowledge management, patent-based technology analysis, sustainable tax management, and efficiency improvement.
Workforce, talent, and capability development	Paramita et al. (2024); Ruoxing et al. (2025); Bampasidou et al. (2024); George & Wooden (2023)	AI affects talent acquisition, HR optimization, digital skills development, workforce preparation, higher education strategy, and human capability development for AI-enabled industries.
Governance, ethics, risk, and resilience	Attard-Frost & Widder (2025); Štrukelj & Dankova (2025); Bucovečki et al. (2025); Hui & Tucker (2025); Gouveia et al. (2024)	AI is linked to ethical leadership, AI value chains, sustainable governance, organizational resilience, decentralization, responsible innovation, and sustainable value creation.

Table 7 summarizes how the reviewed literature positions artificial intelligence (AI) as a strategic organizational resource across different business contexts. Rather than serving solely as an automation or analytical tool, the included studies consistently describe AI as supporting organizational capabilities related to strategic decision-making, innovation, operational performance, workforce development, and governance. However, the strength of this evidence varies by study design. Empirical studies generally reported that AI contributes to organizational decision-making, operational efficiency, and competitive positioning through applications such as market analysis, forecasting, process optimization, and customer analytics (Krakowski et al., 2022; Ding et al., 2024; Pu et al., 2025). In contrast, conceptual, theoretical, and bibliometric studies primarily emphasized AI's strategic potential by proposing frameworks for digital transformation, organizational innovation, governance, and capability development rather than empirically evaluating organizational outcomes (Akter et al., 2023; Coccia, 2025; Cepa & Schildt, 2022; George & Wooden, 2023).

Across the reviewed literature, five recurring strategic themes emerged: (1) competitive advantage and strategic decision-making, (2) innovation and digital transformation, (3) operational optimization and business analytics, (4) workforce and organizational capability development, and (5) governance, ethics, resilience, and responsible AI. These themes reflect thematic occurrences identified during the coding process rather than estimates of AI's prevalence or effectiveness across organizations. The reviewed literature positions AI as an important strategic organizational resource that can support business competitiveness, innovation, and organizational performance. Nevertheless, the findings should be interpreted cautiously because a substantial proportion of the evidence is derived from conceptual, review-based, and secondary-data studies. Consequently, the review demonstrates how the literature positions AI strategically rather than providing conclusive evidence that AI consistently improves organizational performance across all industries.

Table 8 presents the implementation challenges and governance concerns identified across the reviewed studies. During thematic coding, five recurring themes emerged: ethical governance, data privacy and security, workforce readiness, implementation cost and infrastructure, and algorithmic accountability and transparency. These themes reflect the issues most frequently discussed in the reviewed literature and should be interpreted as

thematic occurrences rather than prevalence estimates.

Table 8. *Implementation Challenges and Governance Concerns Associated with AI Adoption*

Implementation Challenges and Governance Concerns	Representative studies/Authors
Ethical concerns and responsible AI governance	Attard-Frost & Widder (2025); Štrukelj & Dankova (2025)
Data privacy, security, and governance	Attard-Frost & Widder (2025)
Skills gap and workforce readiness	Bampasidou et al. (2024); George & Wooden (2023); Paramita et al. (2024)
High implementation cost and infrastructure requirements	Hui & Tucker (2025); Akter et al. (2023); Liu & Li (2022)
Algorithmic bias, accountability, and transparency	Attard-Frost & Widder (2025); Bucoveţchi et al. (2025) Han et al. (2025); Ding et al. (2024)

Empirical studies commonly identified workforce readiness, implementation costs, organizational capability, and data governance as practical barriers experienced during AI adoption (Bampasidou et al., 2024; George & Wooden, 2023; Liu & Li, 2022). In comparison, conceptual and governance-focused studies emphasized ethical AI, responsible innovation, transparency, accountability, and regulatory considerations as essential principles for sustainable AI implementation (Attard-Frost & Widder, 2025; Bucoveţchi et al., 2025; Štrukelj & Dankova, 2025). Although the reviewed literature consistently recognizes these challenges, the evidence varies by study design. Some themes are supported by empirical organizational evidence, whereas others are proposed conceptually as governance frameworks or future policy considerations. Consequently, the findings suggest that organizations should consider governance, organizational readiness, workforce capability, and responsible AI practices when implementing AI technologies, while acknowledging that further empirical research is needed to validate these recommendations across different industries and organizational contexts.

Conclusion

This systematic literature review synthesized evidence from 20 selected studies to examine how the literature positions artificial intelligence (AI) as a strategic organizational resource in global business. The reviewed studies consistently associate AI with strategic decision-making, innovation, operational optimization, workforce development, and governance across multiple industries. However, the evidence largely comes from secondary data, conceptual, bibliometric, and computational studies, with relatively little primary empirical research examining organizational experiences and implementation outcomes.

Rather than showing that AI universally improves organizational performance, the findings suggest that the literature positions AI as a strategic organizational resource that can support competitiveness, digital transformation, and organizational decision-making when implemented alongside appropriate governance structures, workforce readiness, and organizational capabilities. The review also highlights recurring implementation challenges related to ethical governance, data privacy, cybersecurity, implementation costs, workforce capability, and algorithmic accountability, emphasizing that responsible AI adoption requires both technological and organizational preparedness.

This review has several limitations. First, the search was limited to studies indexed in Scopus, Web of Science, and EBSCOhost, which may have excluded relevant studies indexed in other databases. Second, the review included only English-language publications from 2015 to 2025, potentially introducing language and publication bias. Third, the review used predefined search terms and eligibility criteria that may have excluded studies addressing AI from alternative strategic perspectives. Fourth, the final synthesis was based on 20 eligible studies, which may not fully represent the broader body of AI research. Finally, although standardized screening and data extraction procedures were employed, the thematic coding and interpretation of findings remain subject to reviewer judgment.

Future research should expand database coverage, include broader search terminology, and employ additional primary-data, qualitative, mixed-methods, and longitudinal studies to strengthen empirical understanding of AI implementation across different organizational and regional contexts. For practitioners, the findings underscore the importance of investing not only in AI technologies but also in governance frameworks, workforce capability development, ethical guidelines, and organizational readiness to support responsible and sustainable AI adoption.

Contributions of Authors

Author 1: conceptualization, data gathering, data analysis

Author 2: data analysis, data gathering

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