International Journal of Engineering and Advanced Technology (IJEAT)
ISSN: 2249-8958 (Online), Volume-13 Issue-1, October 2023

Transforming Organizational Development with AI: Navigating Change and Innovation for Success

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Abstract: ***Effective change management emerges as a deciding element for an organization's survival and success in the changing terrain of today's fiercely competitive business climate. The variety of change management theories and approaches currently available, however, paints a complicated picture plagued by inconsistencies, a lack of strong empirical support, and unproven assumptions about contemporary organisational dynamics. This essay aims to lay the groundwork for a new paradigm in effective change management by critically examining popular theories of change management. The paper addresses the gap between theory and practice, concluding with suggestions for further research. In parallel, artificial intelligence (AI) has made remarkable progress, enabling computers to mimic human autonomy and cognition. Industry-wide excitement has been sparked by the enthusiasm among academics, executives, and the general public, resulting in significant investments in leveraging AI's potential through innovative business models. However, the lack of thorough academic guidance forces managers to struggle with AI integration issues, increasing the risk of project failure. This article provides an in-depth analysis of AI's complexities and its role as a catalyst for revolutionary business model innovation. A thorough literature assessment, which involves sifting through a sizable library of published works, combines up-to-date information on how AI is affecting the development of new business models. The findings come together to form a roadmap for seamless AI integration, which includes four key steps: understanding the fundamentals of AI and the skills required for digital transformation, assessing current business models and their innovation potential, developing key proficiencies for AI assimilation, and gaining organisational acceptance while building internal competencies. This article seamlessly combines the fields of organisational change management and AI-driven business model innovation, providing a thorough explanation to help businesses undergo a successful transformation and innovation. The convergence of these disciplines offers a practical vantage point for successfully adapting to, thriving in, and profiting from a dynamic business environment. Artificial intelligence (AI), a massively disruptive force that is altering international businesses, is at the vanguard of this revolution. The ability of AI to make decisions automatically, based on data analysis and observation, opens up hitherto untapped possibilities for value creation and competitive dominance, with broad consequences spanning several industries. With its rapid scaling, ongoing improvement, and self-learning capabilities, this evolutionary invention functions as an agile hybrid of capital and labour. Notably, AI's architecture serves as the cornerstone for data-driven decision support by efficiently sifting through large and complex datasets to extract valuable insights. Thus, the symbiotic marriage of organisational change management and AI-driven business model innovation provides a comprehensive narrative, guiding businesses not only to survive but also to thrive in an ever-evolving business environment. It is emphasised how business models (BMs) interact with technology to affect how well businesses function, underscoring the need to take BMs into account when using AI. Business model innovation (BMI) that AI unlocks can improve products, streamline processes, and reduce costs. However, there is a void between technological improvements and their operationalization via BMs. Successful AI integration depends on a well-structured BM, which promotes agility and makes the most of technological resources. BMI is accelerated by AI, which reshapes sectors via innovation. Although interest in AI is high, strategic, cultural, and technological constraints sometimes prevent significant investments from producing positive economic results. To fully utilize AI's capabilities, structured BMs are required. Despite an increase in research, a lack of cohesive information persists regarding the business applications of AI. To address this gap, we investigate implementation-related challenges in AI. Analyzing AI-driven BM transformation and risk management is aided by a study on BMI and digital transformation at the same time. The purpose of this study is to further our understanding of AI-driven business model innovation and to provide a valuable framework to help practitioners navigate the potential and difficulties of AI implementation. The suggested roadmap aims to identify current knowledge gaps and future research initiatives.***

Keywords: ***Transforming, Navigating, Innovation, AI's Analyzing AI-driven***

I. INTRODUCTION

The focus of this theoretical investigation is "Transforming Organizational Development with AI: Navigating Change and Innovation for Success," a dynamic investigation that combines the fields of organizational change management with AI-driven business model innovation. This study's main objective is to meticulously analyse the seamless fusion of these two crucial paradigms, providing a thorough comprehension of their harmonic convergence. Effective organizational change management and creative business models powered by artificial intelligence (AI) have emerged as significant factors of sustained success in the quickly changing corporate landscape of today (Fountaine et al., 2019 [27]). This investigation aims to explore how businesses can navigate the complex landscape of change and innovation, leveraging the power of AI to not only survive but also thrive in this paradigm-shifting environment. This study reveals the symbiotic relationship between organisational transformation and AI-driven innovation, grounded in theoretical underpinnings.

This research highlights the unmatched value creation and competitive advantage that AI can provide to many businesses through a careful investigation of AI's

Manuscript received on 15 August 2023 | Revised Manuscript received on 28 August 2023 | Manuscript Accepted on 15 October 2023 | Manuscript published on 30 October 2023.

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potential for automated decision-making, informed by data analysis and observation. This research frames AI as a catalyst for reinventing decision support frameworks, particularly in data-intensive situations, by classifying it as a quick, self-learning capital-labour hybrid. To help businesses manage change and innovation with unparalleled success, this theoretical project intends to offer strategic insights into using AI's potential for revolutionary organizational growth (Bhavsar et al., 2019 [13]).

II. BACKGROUND OF THE STUDY

The study examines the mutually beneficial relationship between organisational change management and business model innovation driven by artificial intelligence (AI). There is a noticeable shift toward incorporating AI capabilities as firms increasingly leverage AI and machine learning. However, the study notes that this change does not signify a complete cessation of human participation. The primary goal of integrating AI is to enhance decision-making effectiveness, leveraging AI's ability to analyse data and patterns rapidly. The research emphasizes the necessity of a cooperative approach inside firms, emphasizing that AI is most effective when it is included in a holistic business plan that is consistent with the organizational culture (Bharadiya, 2022 [12]). A collaboration between business and IT reveals the transformational potential of AI. A comprehensive digital transformation is necessary for successful AI adoption, and when executed effectively, it can significantly disrupt company processes. This innovative strategy depends on pinpointing specific problems or procedures that may be made more efficient using AI while retaining the crucial human component needed for thoughtful judgment and openness (Pasmore et al., 2019 [47]).

A. Research Aim

The research aims to examine the seamless coupling of organizational change management and AI-driven business model innovation, elucidating their combined impact on facilitating successful transformation and innovation within modern enterprises, which is critically essential for competitive advantage and business growth as well (Tiron-Tudor et al., 2021 [54]).

B. Research objectives

- To look at how AI-driven data analysis may improve decision-making in business model innovation and organizational change management.
- To give priority to identifying how AI affects developing and accessing innovative ideas in the context of organizational change.
- To evaluate the contribution of predictive analysis performed by AI systems to risk assessment and well-informed decision-making during the change management and business model innovation processes (Lee et al., 2019 [39]).
- To investigate how AI-driven technology accelerates the innovation process during prototyping, resulting in quicker creation and testing of novel ideas inside altered organizational structures.
- To examine how customization features of AI may be used to optimize goods and services in line with organizational transformation, satiating changing customer expectations while assuring effective resource use (Raisch & Krakowski, 2021[48]).

C. Research questions

- What role does AI play in automating data analysis, and how does it support well-informed decision-making in the contexts of business model innovation and organizational change management?
- What concrete effects do artificial intelligence (AI) have on the development and assessment of creative ideas, and how does AI support effective idea selection that results in game-changing organizational changes?
- In what particular ways do AI's predictive analytic tools improve risk assessment and decision-making accuracy during the dynamic processes of change management and business model innovation?
- What part does artificial intelligence (AI) play in accelerating the innovation prototype phase, and how does this facilitate the rapid creation and testing of fresh ideas within the context of changing organizational frameworks?
- What ground-breaking techniques does AI use to tailor goods and services in line with organizational changes, guaranteeing conformity to changing consumer preferences while maximizing resource allocation?
- What key elements, in line with the overarching objectives of encouraging organizational change and innovation, play a decisive role in the effective integration of AI in supporting processes, business models, domains, and cultural transformations?

D. Research significance

The significance of this study lies in its ability to advance both the commercial environment and the academic world. This study holds the key to uncovering revolutionary insights that can promote significant development in various industries by examining the seamless integration of organisational change management and AI-driven business model innovation. The results of this study have the potential to spur the development of growth plans for firms that utilise AI. The research helps create successful strategies for long-term corporate growth by thoroughly examining how AI automates data processing, enhances decision-making, and accelerates innovation. The first step toward improving user experiences while optimising efficiency is to understand how AI has the potential to enhance resource optimisation and product personalisation. The study's potential to influence future possibilities underscores its significance in academia. Researchers, academics, and students may gain a deeper understanding of how AI might impact the corporate landscape by conducting a study on this topic. This information is crucial for staying current with the dynamic changes in contemporary industries. By examining how both major organizations and smaller businesses are embracing AI to provide competitive advantages, this research aims to provide a comprehensive view of the current state of business. In addition to shedding light on how adaptable firms are, the examination of this phenomenon reveals how AI democratises access to cutting-edge technologies for companies of all sizes. In essence, the value of this

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research extends beyond its immediate conclusions and has the potential to influence academic research, commercial practices, and technology development (Wamba-Taguimdje et al., 2020 [58]). This study lays the groundwork for informed decision-making by closely examining the intricate interplay of AI, change management, and innovation. It also paves the way for more adaptable, resilient, and forward-thinking businesses by offering insights that will direct future research in both academia and industry (Betz et al., 2019 [11]).

III. LITERATURE REVIEW

A. AI-Driven Change Management Practices Adopted by Modern Business

Modern business has undergone significant transformation as a result of the introduction of artificial intelligence (AI), which has redefined organisational operations and strategies. In its capacity as a flexible, general-purpose technology, artificial intelligence (AI) possesses a unique learning capability that unlocks a range of advancements and new economic opportunities. With consequences that go far beyond simple technological adoption, this has encouraged enterprises to maximise their potential. Modern firms seeking to navigate the complexities of this technological growth are increasingly focusing on AI-driven change management strategies. At the task, process, and business model levels, AI has recently shown that it is capable of revolutionizing several organizational aspects (Di Vaio et al., 2020 [22] [45]). the business potential for innovation and competitive advantage are made possible by the substantial influence AI has. Due to its versatility, fueled by sophisticated learning algorithms and a variety of use cases, AI has been widely adopted across various sectors. Although AI has considerable potential, its practical integration is often limited to experimental projects. Only 8% of businesses have successfully integrated AI into their core procedures, indicating that implementation issues extend beyond technological ones. This is where change management plays a crucial part in the AI environment. As a Generative Pre-trained Transformer, AI has a special position that presents both potential and difficulties that call for proactive control (Adner et al., 2019 [1]). The complex interplay of technology, culture, and strategy presents a challenge that businesses must navigate, given the delicate nature of AI adoption, which requires a thorough understanding of its intricacies. The ability of firms to embrace change in this environment becomes crucial. AI-driven changes can be viewed through the lens of organisational preparation for change theory. According to this hypothesis, an organization's readiness for change has a significant impact on the acceptance of innovations and the successful management of related risks. However, given the unique characteristics of this technological revolution, implementing this theory in the context of AI requires a specialised strategy. AI preparation is a broad foundation that includes organizational resources, skills, and commitment. Assets are the material and immaterial resources that support an organization's activities, while capabilities are the tools for utilizing and modifying those resources. An organization's readiness to welcome innovation and support revolutionary efforts is embodied by its commitment (Dora et al., 2022 [23]). To achieve complete AI readiness, the complexities of AI adoption necessitate constant growth across several dimensions. Prioritizing AI readiness evaluation before deployment is shown as a key tactic. Such analyses reduce ambiguity over the adoption's effects by illuminating possible gaps and facilitating informed decision-making. Additionally, it is essential to ensure that an organisation's AI strategy aligns with its existing procedures. This compatibility depends on an established process landscape that can handle changes brought on by AI (Schneider et al., 2023 [51]). Parallel to this, developing new behaviour becomes crucial. Organisations and individuals must be flexible, willing to experiment, and possess nimble problem-solving abilities due to the dynamic nature of AI. An important channel for this process is change management, which helps employees adjust to the paradigm shift and dispels myths that can prevent the adoption of AI. Professionals in change management are at the forefront of navigating this disruptive environment as AI becomes increasingly pervasive in organisations. With the use of AI-powered tools, they can create scenarios, plan for changes, and assess employee satisfaction. The evolution of management techniques may result from the convergence of human intuition and AI's analytical skills. Professionals in change management will continue to play a crucial role in shaping a more adaptable and innovative future as the organisational landscape evolves. They will be essential in both embracing change and using it (Beerbaum, 2022 [9]).

B. Challenges and Opportunities of Integrating AI For Organizational Transformation

The incorporation of artificial intelligence (AI) is undergoing a significant transformation in today's business landscape. A recent study emphasises the importance of addressing challenges, capitalising on opportunities, and fostering conditions for the effective adoption of AI in the context of business model innovation and digital transformation. As a result, a thorough four-step roadmap has been developed as a foundation for ensuring the successful integration of AI. The roadmap's first stage emphasises the need to understand AI at its core, while defining the organisational skills required for a seamless digital transition. Therefore, it is necessary to integrate these results into strategic organizational competencies that serve as facilitators, successfully reducing risks and supporting the implementation process. Numerous difficulties arise in the context of implementing AI (Gill, 2022 [30]). The pursuit of AI's potential often takes the form of autonomous operations that can handle large amounts of information much more quickly than humans.

However, this very quality creates difficulties for openness and trust. Deep learning and neural networks, among other different AI technologies, are intricately combined, creating complications that obfuscate transparency. The so-called "black-box" problem makes it difficult to understand how AI makes decisions and how it operates internally, which may result in incorrect outcomes. The trust problem exacerbates the issue, as staff members may be reluctant to use AI apps if they don't fully understand how they work. Another challenge is the switch from analogue to digital operations (Garbuio & Lin,

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2019 [28]). The transition of analogy operations to enable digital data capture is necessary because AI algorithms require vast amounts of high-quality data to function effectively. Inadequate data sets occur when this is not accomplished, which lowers the calibre of AI's output. Misunderstandings about AI's complex makeup, particularly its mysterious operation, pose another significant challenge. As it immediately affects collaboration and alignment throughout the transformation, stakeholder awareness is essential for the success of AI integration. A set of crucial organisational competencies becomes vital to addressing these issues and leveraging the promise of AI. These competencies cover security, data, technology, and strategic aspects (Kaplan & Haenlein, 2020 [35]). Successful AI implementations, often referred to as leaders in digital transformation, frequently have clearly defined digital strategies. These methods not only include digital processes but also require organisational flexibility to quickly scale operations up or down in response to changes in demand. Data capabilities provide a solid framework for gathering, managing, and analysing data. Organizations must successfully overcome the challenges of network transformation and gain access to unprocessed data if they are to create sustainable data architectures. Security skills are crucial, as they serve as the cornerstone of the AI integration process—organisations' concerns about data security increase when they have access to large databases. The issue of handling sensitive data is made more difficult by the use of AI, especially in situations with little transparency. Therefore, it becomes clear that cybersecurity expertise is a crucial necessity for the effective development of AI applications. To achieve seamless digital transformation, it is essential to understand the intricacies of AI, enhance organisational capabilities, and address challenges. This is why the roadmap for AI integration into business models emphasises the need to do all three. As the digital world evolves, firms that leverage AI's potential and overcome its challenges will be at the forefront of innovation and sustainable success (Dwivedi, 2021[26]).

C. Business Model Innovation with AI

There is a growing interest in research on artificial intelligence (AI) in commercial settings. There is an evident need for thorough and pertinent investigations, as the body of knowledge on this topic remains relatively limited. Managers who are debating whether to integrate AI into organisational operations sometimes lack strong academic backing. This knowledge gap increases the likelihood of project failure and unfavourable results. Although significant investments have been made across various industries as a result of the prevailing hype surrounding AI's enormous potential, it remains unclear how well these efforts will translate into actual commercial results. Additionally, there is a lack of current theoretical understanding in this field (Shrestha et al., 2019 [53]). Business Model Innovation (BMI) and digital transformation have become the two most important areas to research in this environment. While there are some general applications of this research, it offers lessons that apply to all technological advancements, including AI. While studies on BMI and digital transformation focus on how business models may be altered by AI while minimising related risks, the stream of AI inquiry aims to identify obstacles to AI deployment. Business model innovation essentially comprises the ongoing improvement and development of current business models. It functions as a system that converts digital applications into profitable products (Cam et al., 2019 [14]). This intermediary concept establishes a key link between technological advancement and economic value, enabling the operationalization of plans through flexible capacities. Value creation, value delivery, and value capture are the three cornerstones of a business model, which serves as a framework for implementing long-term, medium-term, and short-term goals. Increased interest has been generated across sectors and businesses due to the intersection of AI developments with commercial interests. However, a noticeable knowledge gap exists regarding the use of AI applications, which ultimately prevents the realisation of significant economic benefits. The current project aims to improve this understanding by combining knowledge from studies on AI, BMI, and digital transformation. A greater understanding of the difficulties associated with implementing AI has been created through a synthesis of relevant research (Kumar et al., 2019 [36]). Additionally, research on digital transformation and BMI helps us to understand better the various approaches to risk mitigation. Four key conclusions can be drawn from these research projects, which may serve as a framework for evaluating potential applications of AI. While organisational traits and favourable circumstances may differ significantly among businesses, AI's potential for transformation remains constant. The paradigm described has a broad range of applications that span various corporate features, including size, industry affiliations, and business ecosystem positions. However, it's critical to recognise the need for further study in several important areas. First, an empirical investigation is necessary for AI readiness and requirements. Future research must focus on developing quantitative rules to evaluate a company's digital maturity, handle unanticipated difficulties, and reduce risks related to AI (Ansari et al., 2022 [6]). Second, although industry hurdles and the value of partnerships have been discussed in studies on digital transformation, work on transformations particular to AI would be helpful. Thirdly, a more thorough investigation should be conducted to determine the competencies associated with each player within the industrial ecosystem and assess the maturity of their AI projects.

Ultimately, a comprehensive analysis is necessary to comprehend the transition from traditional sales models to AI-driven service contracts and their implications for AI business models. AI, a form of sophisticated digitisation, holds the prospect of completely transforming business paradigms. The integration of AI and corporate strategy underscores the need for in-depth analysis and actionable insights. A solid basis for tracing the trajectory of successful AI deployment inside modern business landscapes is provided by the synthesis of knowledge from AI, BMI, and digital transformation as companies prepare for AI integration (Ahmad et al., 2021 [2]).

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D. Impacts of AI-Generated Decision-Making Process on the Organization Success

The landscape of corporate operations and decision-making has undergone significant changes due to artificial intelligence (AI), which has emerged as a transformative force across various industries. Due to its ability to mimic human intellect and perform complex tasks, this disruptive technology has the potential to alter a company's strategy and decision-making processes significantly. This research article examines the significant impact of AI on the fundamental aspects of organisational functioning. Organisations continually seek innovative business strategy solutions to gain a competitive edge in the dynamic and intensely competitive modern business environment. A robust method for enhancing capacities, optimising processes, and adapting to the ever-changing nature of market dynamics is the use of AI in corporate plans. By using AI, businesses are better equipped to maintain a competitive edge, identify new development opportunities, and skillfully handle changing market conditions. AI emerges as a crucial ally in strategic decision-making by promoting innovation, identifying market trends, optimising resource allocation, and providing valuable insights. The disruptive potential of AI extends beyond operational improvements, offering opportunities to develop innovative business models and enhance user experiences. However, the adoption of AI also brings with it some risks that need careful management in addition to its potential advantages. When AI systems are used to make critical decisions, ethical issues such as accountability, transparency, and fairness become crucial. To address concerns about data privacy and security, enterprises must strike a careful balance between utilising data to generate AI-driven insights and safeguarding sensitive information. The substantial effects of AI go right to the core of corporate practices and strategic planning. Businesses can now make informed, data-driven, and predictive decisions thanks to artificial intelligence (AI), which excels at processing large datasets, identifying patterns, and replicating human intelligence. This results in improved results and a competitive advantage. The revolutionary potential of AI extends beyond its functional effectiveness; it creates opportunities for new commercial ventures, innovative company structures, and enhanced consumer interactions. Nevertheless, careful consideration of AI's possible downsides is necessary for its inclusion. A crucial ethical issue is how to ensure justice and openness in AI-driven choices (Trad, 2021 [55]). When AI systems play a crucial role in decision-making, organisations must also address concerns about data security and privacy. Finding a balance between using AI's potential and protecting private information becomes vital. The impact of AI on company strategy and decision-making is therefore profound. Its ability to comprehend, analyse enormous datasets, spot trends, and imitate human cognitive capacities highlights its importance in promoting well-informed decision-making. Organisations can fully leverage the potential of artificial intelligence to drive success by understanding its impact on business strategy and aligning with ethical considerations. AI-driven decision-making enhances productivity while also fostering creativity, enabling businesses to adapt to changing market conditions and thrive in them.

E. AI In Different Company Sizes and Diverse Industries

Unicorns of artificial intelligence, such as SenseTime and Google DeepMind, have spurred rapid expansion. By enabling digital scale, breadth, and learning, they have used AI to transform the operational environment of enterprises and overcome conventional growth limits. These artificial intelligence businesses exhibit distinctive growth patterns, often transferring powerful machine learning models across diverse corporate use cases or providing services that surpass human perception and cognition. AI startups may encounter unique difficulties in expanding their businesses, in contrast to typical software and Software-as-a-Service businesses. Although AI has a great deal of potential to provide value, development can be stifled by obstacles including murky business cases, a lack of leadership support, technological limitations, a lack of expertise, access to data, and value capture (Grab, 2019 [31]). The development paths of AI firms, particularly in their early years, may resemble those of traditional service companies rather than those of software or platform companies. Rapid scaling is frequently delayed because it takes a considerable amount of time to optimise AI models and gather relevant data. For instance, before adopting more scalable strategies, AI firms in the digital health space often emphasise service-oriented business models. Comparing AI businesses to non-AI firms, particularly those with non-AI-centric platforms or service models, reveals potential distinctions in growth dynamics. While AI businesses may benefit from data network effects, they must also contend with obstacles such as the cost of cloud infrastructure and poor data quality. The deployment of AI is changing business tactics across a range of sectors (Munoko et al., 2020 [44]). Although their scaling patterns differ from those of conventional technology-driven businesses, AI startups have the potential to reinvent growth trajectories. To shed light on the complex scaling dynamics that distinguish AI companies from non-AI businesses, this empirical investigation aims to understand the differences between AI and non-AI firms. Performance and robustness of the supply chain have become crucial factors, particularly in the face of global shocks. The integration of AI into the supply chain, in line with the concept of organisational information processing, has the potential to enhance the performance and responsiveness of the supply chain. Despite obstacles, businesses are rapidly realizing how AI may improve the resilience and efficiency of their supply chains (Verganti et al., 2020 [56]). The revolutionary potential of AI in human resource management (HRM) is particularly evident.

While other technologies have posed a threat to established ways of doing things, AI stands out thanks to its learning and cognitive capabilities. Implementing AI in HRM has proven to have several advantages, from performance improvement to cost savings. However, implementing AI in HRM requires careful planning and addressing obstacles such as knowledge gaps. The use of AI in manufacturing industries is expanding. However, SMEs face particular challenges in understanding the implications and requirements of AI integration. The potential benefits and competitive advantages are clear,

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despite impediments to adoption, such as a lack of strategy, capabilities, and limitations in AI solutions. SMEs account for a sizeable sector of the economy and are essential to innovation, job development, and economic growth. As a result, AI is having a disruptive influence on a range of sectors and business sizes. Organisations are becoming aware of the potential of AI in transforming supply chain dynamics, enhancing HRM, and increasing industrial efficiency, despite AI startups exhibiting diverse scaling trends. Although there are still issues, AI's advantages in terms of development, effectiveness, and creativity are apparent, paving the way for a future dominated by technology (Lanzolla et al., 2020 [38]).

IV. RESEARCH METHODOLOGY

The examination of the study subject, "Transforming Organizational Development with AI: Navigating Change and Innovation for Success," is greatly influenced by the research approach. It provides a structured approach for researchers to achieve the specific objectives of their research by systematically outlining how information will be collected and utilised. The methodology serves as a framework for this research, encompassing the approaches, strategies, and procedures for collecting data on the transformative impact of AI on organisational growth. It outlines the procedures for gathering, analysing, and interpreting data to comprehend the nuances of adopting AI-driven innovation and transformation within enterprises (Medeiros et al., 2020 [40]). The study ensures a thorough and coordinated examination of how AI impacts organisational behaviour, employing a well-defined research approach. It ensures that the survey is logical and cohesive, which enhances the reliability and validity of its conclusions. This approach acts as a compass, guiding academics through the complex landscape of AI-driven transformations in organizational contexts, eventually advancing our understanding of how to navigate change and innovation successfully (Misra et al., 2020 [43]).

A. Research Onion Model

The well-known "research onion model," created by Saunders, serves as the foundation for the research technique used in this study. The completeness and efficiency of the study process are ensured by this model's comprehensive framework, which directs researchers in a methodical and structured manner. The application of the research onion model in the context of investigating AI applications for business model innovation highlights the importance of providing the investigation process with a clear direction. The research onion model is divided into layers, each representing a significant step in the research process. It starts with the philosophical foundation at the topmost layer, moves through methods, tactics, options, and time horizons, and then comes to an end with techniques and processes (Küpper et al., 2019 [37]). The use of the model in this study is essential for maintaining a scientific and thorough approach. By adhering to the layered structure, the researchers ensure that no vital component is missed, making it easier to obtain pertinent data from reliable sources. The implementation of the research onion model ensures that the investigation of AI's influence on business model innovation is carried out with accuracy and thoroughness. In terms of the revolutionary potential of AI for corporate success, it helps to develop a clear roadmap for data gathering, analysis, and interpretation. This technique promotes a comprehensive comprehension of the subject and aids in drawing illuminating inferences from the research's findings (Yigitcanlar & Cugurullo, 2020 [59]).

B. Research Philosophy

In this study project, a fundamental value is preserved to ensure that participants and stakeholders are treated with respect and consideration. This factor reflects the research's ethical stance, which aims to minimise any harm or offence to individuals involved. There are several viewpoints accessible in the field of research philosophy, and each one influences the researcher's methodology and worldview. The philosophy of realism has been adopted for this study by the research goals of AI application in various commercial areas and the desire for an authentic picture of reality (Hanelt et al., 2021 [32]). To find objective facts that align with the research objectives, realism emphasises a knowledge of the world that reflects actual conditions and occurrences. The research aims to maintain an objective stance while reflecting the genuine essence of the topic at hand by embracing the realist philosophy. The use of realism as the overarching philosophical framework guarantees a strong connection between the research's objectives and the selected point of view, encouraging a thorough and authentic examination of the subject while staying morally accountable to all concerned parties (Gebauer et al., 2020 [29]).

C. Research Approaches

The choice of research methodology is of utmost importance when considering AI's contribution to business modernization. Deductive and inductive research methodologies are often categorized into two groups. The inductive technique is thought to be the most appropriate for this project since it is consistent with the topic matter. The observation and analysis of particular examples or circumstances is the starting point of the inductive method, which progressively leads to the formation of more general theoretical structures. This strategy is especially appropriate when discussing the role AI plays in company modernisation (Akter et al., 2022 [4]). The inductive method aligns well with the requirement to generate broad insights and theories that capture the complex effects of AI on contemporary business practices, as it begins with the examination of real-world examples and actual implementations of AI within various business contexts. The inductive methodology used in this study aims to develop a thorough grasp of how AI helps corporate modernisation.

This method facilitates the development of theories and frameworks that effectively describe the core of AI-driven changes across various sectors by methodically observing and studying real-world AI applications, trends, and consequences. Ultimately, the inductive methodology offers a methodological framework for uncovering novel insights and developing theories that reflect the evolving context of AI's integration into contemporary business operations.

D. Strategies

The use of appropriate research methodologies is crucial in gathering essential data for this study on the transformational impact of AI applications in modern enterprises. There are

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several research methods accessible, each suited to certain study situations and purposes. The experiment technique, survey, case study, action research, grounded theory, ethnography, and archival research are all included in these methods. The survey technique was chosen as the research project's approach because it perfectly aligns with the study's goals. The survey approach is methodically compiling information from a predetermined sample of individuals to gain an understanding of their experiences, viewpoints, and behaviours (Ribeiro et al., 2021 [49]). The survey technique is a reliable way for investigating the technical environment of contemporary firms and integrating AI for development and competitive advantage. This technique facilitates the gathering of quantitative and qualitative data regarding the use of AI technology by distributing surveys to corporate stakeholders, decision-makers, and practitioners. Survey-based questions can dive into a variety of topics, such as AI implementation tactics, difficulties encountered, gains attained, and prospects for the future. This approach facilitates the examination of technological adoption patterns and the understanding of how AI is utilised in contemporary corporate settings to drive success, innovation, and competitive advantage. The goal of this research is to gather data through a survey technique that will help researchers gain a thorough understanding of how AI is altering corporate operations and strategies and, ultimately, determining success trajectories in today's competitive and technologically driven market environment (Johnson et al., 2021 [34]).

E. Choices

The study topic, "Transforming Organizational Development with AI by Navigating Change and Innovation for Success," aligns with the mono-method approach employed. The selected approach has an explicitly quantitative bent. This approach focuses on gathering and analysing numerical data to identify patterns, trends, and insights related to the incorporation of AI in organisational growth. The research intends to offer a systematic and empirical knowledge of how AI-driven changes contribute to innovation and success within corporate contexts by using the quantitative mono technique (Obschonka & Audretsch, 2020 [35]).

F. Data Collection and Data Analysis

The data analysis for the study on "AI Transforming Organizational Modernization and Success" employs a quantitative research methodology. In this method, numerical data gathered from numerous sources is systematically compiled and examined. The research's objective is to identify significant trends and insights via the use of quantitative analysis that shed light on how AI-driven changes influence organizational modernization and promote success (Shneiderman, 2020 [52]). Utilising statistical techniques and tools to analyse the acquired data is a part of quantitative analysis. Researchers can measure relationships, find correlations, and derive unbiased conclusions from the data they have gathered using this method. Statistical testing, regression analysis, and data visualisation are examples of quantitative approaches that can be used in research to identify patterns and assess the effects of AI implementations. This aids in analysing many facets of organizational growth and offers insightful information about successful tactics. By using a quantitative research approach, the study provides a rigorous and organised examination of the data, offering a thorough understanding of how AI technologies contribute to organisational modernisation and generate beneficial results. This strategy aligns with the study's goals, enabling a detailed examination of the subject's subtleties and ramifications in promoting innovation and disruptive change within companies.

G. Sampling

The study employs a sampling approach that focuses on transforming business model innovation into success by integrating AI to gather relevant insights and data. Sampling is the process of carefully selecting a subset of individuals or items from the larger population of interest. These specifically chosen individuals, or samples, provide insightful information that helps researchers make informed judgments about the study's subject. To manage time and resources efficiently, sampling is essential. Researchers often choose to work with a smaller but representative sample rather than attempting to engage with the entire community, which can be unworkable and resource-intensive. The research process is made more productive overall thanks to this strategy, which also helps to simplify data gathering activities. Project managers can acquire targeted and essential information relevant to the research goals by speaking with a controlled sample. It's crucial to recognize any potential restrictions imposed by sample techniques. The data may not accurately reflect the diversity and complexity of the total population, as samples only represent a small part of it. Drawing generalizations simply based on the collected data may carry some level of risk or imprecision. The sampling strategy employed in this study is systematic sampling, which involves selecting every nth participant from a list. Through this strategy, the sample is more evenly distributed and random. The sampling size, comprising 23 contemporary business owners from various business sectors, was chosen to strike a balance between the accuracy of the estimations and the study's capacity to produce insightful results.

This study aims to investigate how AI-driven business model innovation contributes to organisational success using a systematic sampling approach with a sample size of 23 participants, providing insightful information while considering the practical limitations of interacting with a larger population (Dubey, 2022 [25]).

V. FINDINGS AND DISCUSSION

The incorporation of artificial intelligence (AI) has proven to be a revolutionary force for modern enterprises in today's rapidly changing business landscape. Business owners now understand the advantages AI offers for innovation, while also addressing some of the leadership challenges that come with this technological advancement. As evidenced by businesses like Apple, embracing AI and adapting organisational paradigms accordingly can lead to exceptional success in the face of upheaval. Apple's path serves as an example of how dedication to a functional organization need not result in inaction. Apple's structural development has been crucial with the rise of AI and other developing technologies (Hazen, 2020). For others

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navigating a similar landscape, Apple's dynamic organizational architecture serves as a map for the rewards of innovation and the leadership difficulties it presents. In the corporate world, where flexibility and foresight are essential, this expertise is priceless. Apple's functional organisation evolved as it expanded its boundaries by entering new industries and technologies. The need to organise areas of expertise to enhance cooperation and expedite decision-making served as the driving force behind this shift. Tim Cook's leadership changes serve as an example of this development. Among the strategic adjustments made was the division of the hardware function into hardware engineering and hardware technologies, the addition of artificial intelligence and machine learning as functional domains, and the fusion of industrial design and human interface to form a comprehensive design function (Bag et al., 2021 [7]). Business executives can significantly benefit from the involvement of artificial intelligence in data analysis. Prediction analytics driven by AI accelerates data processing by identifying patterns that may be difficult for humans to notice and progressively enhancing their predictive capabilities over time. Leaders are freed from tedious manual data analysis thanks to this change, which also reduces mistakes and frees up time for strategic decision-making. As a result, the individualised customer experience is enhanced, leading to deeper connections and increased engagement. AI can help reduce expenses and improve operational efficiency. A surprising 28% of corporate executives claim that AI has reduced costs. AI-driven solutions enable the automation of formerly time-consuming and manual operations, such as customer care answers. Time is more freely allocated, which not only improves productivity but also encourages closer ties between companies and their clients, emphasizing the human touchpoints that set various brands apart (Chakraborti et al., 2020 [15]). The use of AI-powered predictive maintenance is another revolutionary application. Before serious problems arise, businesses can plan for maintenance and anticipate equipment failure. This proactive strategy not only reduces maintenance costs but also guarantees smooth operations. The efficiency of AI-powered chatbots in providing customer service is acknowledged by 91% of representatives, demonstrating the technology's strength in this area as well. The use of AI in fraud detection and prevention is essential. Advanced techniques are necessary to identify abnormalities and predict potential fraud, as fraudulent operations are becoming increasingly complex and sophisticated. Artificial intelligence (AI) systems examine trends, behaviours, and transactions and flag suspect activity for human review (Metcalf et al., 2019 [42]). The ability of AI to learn will evolve, building a robust defence against potential dangers. AI will radically alter the future of product innovation. Businesses can utilise AI to analyse consumer involvement and feedback, and leverage data to identify areas for improvement and unmet needs. Algorithms that offer design possibilities and accelerate prototyping are poised to enable AI-driven enhancements to the design process itself. Due to their increased productivity, companies are now able to promote cutting-edge items that are focused on customers' needs. In summary, Apple's story illustrates how integrating AI and adapting organisational structures can foster resilience and success. As contemporary company leaders have accepted AI's promise, they have leveraged its capabilities to drive success, enhance consumer experiences, optimise operations, and even inform product innovation. Similar to Apple's trajectory in the business world, the adoption of AI is not merely a technology leap but also a strategic necessity to ensure that companies stay at the forefront of innovation and development.

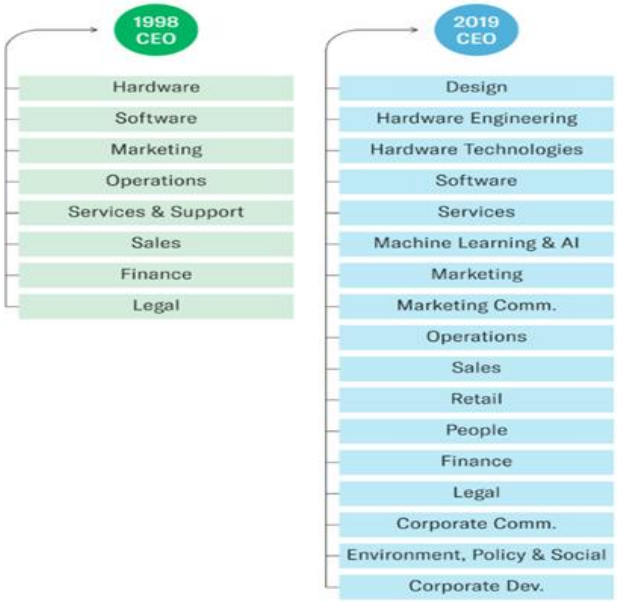

Figure 1: Apple‘s digital transformation

[Source: https://hbr.org/2020/11/how-apple-is-organized-for-innovation]

A new era of consumer involvement and brand promotion has emerged as a result of the convergence of conventional marketing and digital marketing, profoundly changing the corporate landscape. The perspectives of traditional and digital marketers help to shed light on the dynamics of this transforming journey, where the marriage of conventional marketing tactics with cutting-edge digital platforms has become essential for success. Traditional marketers emphasise the importance of offline techniques, as their strategies are grounded in proven methods.

They continue to find that conventional marketing strategies, such as print, radio, direct mail, and telephone contact, are essential for building brand awareness and attracting a large audience (Bag et al., 2021 [8]). These marketers contend that because old tactics are genuine, customers perceive them as more authentic and credible, which helps organisations establish a strong reputation in the marketplace. Traditionalists argue that offline techniques can reach a group that may not be fully accustomed to the digital environment and can potentially connect with every possible client. The effectiveness of technology-driven marketing endeavours, however, is championed by digital marketers. In their eyes, effective digital marketing combines objectives with quantifiable messages to attract and retain clients in a constantly evolving digital environment. Digital marketers claim that the responsiveness of online channels, such as social media, websites, and email campaigns, provides unmatched personalisation and reach. They argue that being able to monitor user interactions, analyse data, and adapt marketing techniques to specific consumer preferences gives them an advantage in producing audience-relevant content (Dauvergne, 2020 [18]). The transition to a digital-first strategy brings about a paradigm change that goes beyond simple digitalization. Process

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reengineering, changing business logic, and developing new value propositions are all part of it. Traditional marketers are aware that they must embrace digital channels to remain relevant, and that doing so can improve both operational effectiveness and the consumer experience. They emphasise that digitisation involves process enhancements that can raise the overall quality of customer interactions, in addition to cost savings. Through data collection, analysis, and optimisation, digital marketers emphasise the quantifiable effects of their work. Businesses can improve their marketing strategy, optimise ROI, and gain a deeper understanding of customer behaviour by leveraging insights from marketing analytics, whether they are descriptive, diagnostic, predictive, or prescriptive. Due to the agility of the digital sphere, marketers can quickly modify campaigns based on audience feedback, thereby increasing the likelihood of campaign success (Correani et al., 2020 [17]). Internet marketers contend that those who can successfully traverse the internet terrain will be the winners in the future, despite conventional marketers' assurances of the long-term viability of offline techniques. They emphasize the seamless interaction opportunities provided by digital marketing, enabling firms to communicate with customers through various touchpoints and customize information in line with user behaviour. Therefore, the blending of conventional marketing with digital marketing is not a conflict of beliefs but rather a synthesis of methods. The perspectives of traditional and digital marketers highlight the importance of an integrated approach that leverages the best aspects of both industries. Marketers generally agree that finding the appropriate balance between recognising the long-term effects of conventional tactics and leveraging the potential of digital platforms to increase engagement, customer satisfaction, and business growth is the key to effective marketing. The innovative leader Amazon is a prime example of how conventional and digital marketing can successfully coexist. Although the brand is known for its famous TV ads and billboards, it also excels in digital marketing due to its clever use of social media, sleek website, and app-based interaction. Due to its ability to seamlessly integrate these techniques, the brand has achieved tremendous success, fostered consumer loyalty, and garnered global recognition. The combination of conventional and digital marketing ultimately demonstrates a revolutionary path, where organisations must navigate a complex environment to remain competitive. The conclusion is that a comprehensive strategy that leverages the benefits of both worlds is essential for successfully navigating the digital revolution in marketing, as conventional and digital marketers converge on this path (Roselli et al., 2019 [50]).

Figure 2: Methodology of digital marketing

The arrival of the Fourth Industrial Revolution in 2016 marked the beginning of a new phase in the debate of digital technology. However, it was the worldwide spread of the epidemic that accelerated the adoption of groundbreaking technologies, including artificial intelligence, big data, robotic process automation, machine learning, and augmented reality and virtual reality. Amid these transformations, industry experts cautioned that businesses that resisted using cutting-edge digital technology risked extinction within ten years. As they competed to develop new business models and values, firms were forced to reorganise, adapt, and integrate rapidly expanding digital technologies into their operations as a result of this change. Amid these changes, the concept of "digital transformation" has evolved to encompass the rearrangement of the industrial ecosystem through the use of digital technologies. In this paradigm, inventiveness, flexibility, and flexible response-ability are essential skills. To drive organisational changes, businesses must digitise their assets, enhance stakeholder, customer, and employee experiences, and leverage technology. To facilitate technological innovation across ecosystems and enable seamless integration between businesses, platforms are also expected to play a crucial role in this process. Small and medium-sized businesses need to develop and digitise high-value solutions that align with the evolving industrial landscape. Surviving in a global corporate context now requires platform-based cooperation and improving competitive advantage along the whole value chain, from design and manufacturing to logistics and sales.

SMEs, on the other hand, have lower adoption rates for digital transformation technology than bigger enterprises. The use of open companies and big data platforms within the SME digital ecosystem remains relatively limited, despite the growing prevalence of the Internet of Things, cloud computing, big data, AI, and 3D printing. The purpose of this study is to provide insight into the relationship between SMEs' platform empowerment elements and digital transformation capabilities. As mediating impact factors, it focuses primarily on distinguishing the distinctions between platform development and envelopment techniques. The study aims to offer insights into the considerations and implementations of digital transformation capabilities and platform empowerment tactics for SMEs by empirically examining these factors. This study highlights the importance for SMEs, particularly those operating in the venture capital and startup sectors, to develop new platforms and digital strategies tailored to their unique business models. In addition, SMEs are encouraged to establish their platforms independently, particularly in areas such as production optimisation and real-time activity reporting, utilising equipment like the manufacturing execution system. Important operational platforms should be reconfigurable to accommodate the roles, types, levels, and functions of any organisation. The maturity level of information usage throughout the entire firm should be taken into account when implementing strategies. The need for digital transformation has become critical for the survival and development of SMEs, which are at a crossroads. Adopting AI and other cutting-edge

Retrieval Number:100.1/ijeat.A42821013123
DOI: 10.35940/ijeat.A4282.1013123
Journal Website: www.ijeat.org

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technologies enhances productivity, competitiveness, and agility, while also ensuring the company's relevance. The incorporation of digital transformation capabilities and strategic platform empowerment may pave the path for a future marked by growth, innovation, and resilience as SMEs traverse this revolutionary terrain (Benzidia et al., 2021 [10]).

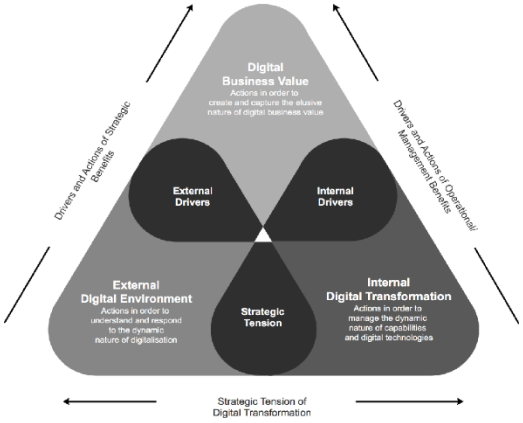

Figure 3: SME digital transformation competencies
[Source: https://www.semanticscholar.org/paper/Digital-Transformation-of-SMEs **]**

The resurgence of interest in artificial intelligence (AI) during the past fifty years has prompted a thorough reevaluation of the technology's influence on contemporary culture. The initial definition of AI by the Dartmouth Research Project, which was the imitation of intelligent human behaviour, has evolved into a more comprehensive idea that includes a system's capacity to analyse external data, learn from it, and make informed judgments. This evolution has paved the way for AI's integration with various industries, most notably the Internet of Things (IoT) and Big Data, resulting in a synergy that transcends traditional constraints. It has become increasingly clear that business models, AI, and achieving the Sustainable Development Goals (SDGs) are intrinsically linked. The global economic environment has undergone a wave of change as businesses across various industries utilise AI to transform their operations. Beyond conventional decision-making procedures, AI has a substantial impact that simplifies complex managerial duties and, in some instances, even outperforms human judgment. But the path to sustainable growth with AI is a complicated one. To better understand this shift, let's look at how Knowledge Management Systems have become a crucial tool (Chatterjee et al., 2021[16]). KMS fosters the production, exchange, and application of knowledge by leveraging human, organizational, and technology resources. In doing so, it promotes a corporate culture that seamlessly integrates AI for operational enhancements. Businesses can enhance their operations, encourage innovation, and address social and environmental challenges through the symbiotic relationship between humans and machines. The UN's Sustainable Development Goals (SDGs) for 2030 are ideally aligned with this convergence of AI with sustainable business strategies. Given its significant impact on economic development and innovation, the corporate sector is recognised as a key driving force in achieving these objectives. Businesses of all sizes and industries can connect their strategies with the SDGs by making investments in technological breakthroughs and collaborating. AI-powered decision-making combined with ethical corporate conduct can result in consumption and production patterns that are sustainable, mirroring the goals of SDG target 12 (Melnychenko, 2020 [41]). As a flexible tool, AI has an impact that extends beyond the realm of business. It is essential for addressing social and environmental challenges and facilitating a comprehensive transition across all industries. Artificial intelligence (AI)-driven deep learning algorithms enable data analysis and reasoned decision-making, effectively enhancing human skills. The application of machine learning, machine vision, robotic automation, and other technologies to SDG targets, which require less human work and increase the chance of success, is an example of this transition. However, ethical issues must be addressed to support AI's potential in achieving the SDGs. The importance of ensuring transparency, equity, sustainability, and security in AI applications is growing. To help accomplish the SDGs, it is crucial to find a balance between human involvement and AI augmentation (Huynh et al., 2020 [33]). Instead of replacing human labour, it is essential to utilise AI's capabilities to augment it, thereby creating a more just and sustainable future. Businesses have the opportunity to effectively utilise AI's abilities to promote the SDGs as it continues to transform business practices. This revolutionary journey requires a multifaceted strategy that encompasses technology standardisation, global cooperation, and strict adherence to ethical norms. Businesses may realise their position as essential agents of sustainable development by embracing AI's promise as a catalyst for change. The fusion of AI with business models seems to be a viable path to unlock answers and open the door for a future that is wealthier and more equitable as the globe navigates complicated issues (Vlačić et al., 2019 [57]).

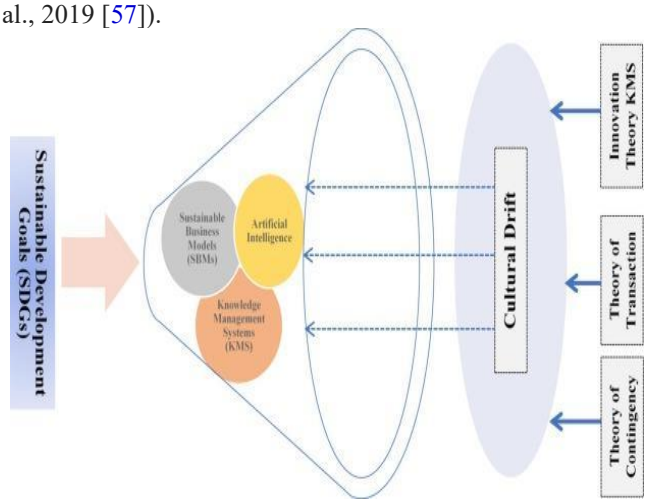

Figure 4: Business digital transformation through SDGs
[Source: https://www.sciencedirect.com/science/article/abs/pii/S0148296320305191]

Regardless of the size of their organization, modern business owners use AI as the foundation of their operations. Automation, Big Data Analytics, and Natural Language Processing are three examples of AI techniques being used across various sectors to enhance effectiveness and relevance. Process efficiency is increased by automation, which also streamlines work and reduces mistakes. Businesses profit from services that are quick and reliable, guaranteeing better client experiences. Decision-making is facilitated by valuable insights gained through AI-driven data analysis, enabling firms to adjust their strategies

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effectively. Amazon, for instance, uses AI to forecast user behaviour and manage inventories. Even smaller businesses are starting to see the promise of AI, generating learning applications using AI thanks to partnerships like Sesame Street and IBM. Robots and AI-enabled technologies in manufacturing make difficult jobs easier, such as managing orders and controlling inventories. By enabling businesses to adapt to changing customer expectations, simplify processes, and get insights from data, AI is increasingly playing a crucial part in the success of contemporary enterprises (De Bruyn, 2019 [19]).

VI. CONCLUSION

The conversation surrounding "Transforming Organizational Development with AI: Navigating Change and Innovation for Success" highlights the significance of artificial intelligence (AI) to contemporary corporations. Organisations are now faced with a previously unheard-of potential for growth and innovation due to the rapid development of AI technology. This change involves more than just automation; it entails a comprehensive reorganisation of how firms operate, interact with consumers, and make decisions. Market research, client interaction, decision-making, and efficiency improvement are just a few of the organizational activities that AI has impacted. Recognizing how AI can completely change organizational growth is at the heart of this paradigm shift (Dhamija & Bag, 2021 [21]). AI catalyses change, prompting companies to innovate and adapt to remain competitive. It enables data-driven insights to inform strategic choices, allowing firms to respond to market changes more effectively. Organizations may improve operational efficiency, simplify processes, and build more flexible frameworks to manage constantly changing business environments by integrating AI. The "research onion model" serves as a guiding framework for gathering pertinent information in the field of research techniques. This model emphasises a systematic approach that encompasses philosophy, methodologies, tactics, choices, time horizons, and procedures when applied to the study of AI application for business model innovation. The philosophy of realism emphasises the importance of aligning research goals with the reality of the situation. The inductive method is compatible with AI's iterative learning process and mirrors the development of AI systems based on observation. The use of techniques, such as surveys, to learn more about AI applications in contemporary business models, emphasizes how well the approach fits with AI's data-driven nature (Yigitcanlar et al., 2020 [59]). The study issue is well-suited to the emphasis on quantitative methodologies, which captures the quantifiable influence of AI adoption on corporate performance. These approaches facilitate the extraction of valuable insights from large, complex datasets, which is a core competency of AI systems. The importance of sampling techniques in research methodology is comparable to the part AI plays in identifying significant patterns from massive datasets. Researchers mimic the way AI systems process information to produce accurate predictions by selecting specific data pieces. The balance between effective data collecting and potential errors shows the trade-off between thorough investigation and focused analysis. When we shift our perspective to that of contemporary business owners, the significant influence of AI becomes clear. Predictive analytics and automation, two AI-driven technologies, have transformed company processes and freed up resources for strategic decision-making. AI-derived customer insights improve engagement tactics by enabling the creation of individualized experiences that boost brand performance (Pandian, 2019 [46]). The incorporation of AI into corporate procedures stimulates efficiency gains, resulting in a positive feedback loop for development and innovation. The consequences of AI's ability to analyse massive datasets extend far beyond corporate operations. The debate about AI's role in achieving the Sustainable Development Goals highlights the potential for beneficial societal influence. The power of AI to analyse and understand data enables sustainability-focused decision-making. Ultimately, the development of "Transforming Organizational Development with AI: Navigating Change and Innovation for Success" sheds light on the critical role of AI in transforming enterprises across various industries. AI has demonstrated its potential for transformation in multiple aspects, including research methodologies and strategies, as well as real-world applications.

The value of using AI in organisational growth is highlighted by its compatibility with contemporary business models and its support for achieving the SDGs. Adopting AI's capabilities is essential for firms hoping to succeed in a time of change and innovation as the business landscape continues to shift (Duan et al., 2019 [24]).

A. Recommendation For Future Research Scope

The study "Transforming Organizational Development with AI: Navigating Change and Innovation for Success" outlines a viable course for developing new business models and achieving success in organisations. A substantial opportunity exists for integrating AI-driven innovation across various sectors to transform established business paradigms, enhance efficiency, and unlock new development opportunities. While this study has shed light on the effects of AI on corporate growth, it has also uncovered new directions for future research that may deepen our understanding and solve new problems. Investigating the difficulties of adopting AI more thoroughly is one intriguing area for future research. Although the current study has concentrated chiefly on the advantages of AI, it is crucial to acknowledge and solve the possible obstacles, such as ethical issues, data privacy worries, and unforeseen effects of AI deployment (Delanoy & Kasztelnik, 2020 [20]). A thorough investigation of these issues will provide a comprehensive understanding of how AI is impacting business models and help firms navigate the challenges of AI integration. Furthermore, there is a fascinating area for research in researching potential business models as AI technology continues to advance quickly. Future studies may explore novel ways in which AI can disrupt and transform established markets, enabling businesses to develop innovative value propositions, streamline processes, and enhance consumer experiences. Researchers can offer insights into the upcoming industrial revolution by evaluating newly developed AI-driven business models across various industries. The contribution of human resources to promoting AI adoption and

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success inside enterprises is another crucial factor that calls for more research (Akpan et al., 2021 [3]). Preparing the workforce to use AI's capabilities becomes essential as it becomes a necessary component of company operations. Future studies may focus on developing effective training curricula that equip staff members with the knowledge and skills required to utilise AI technology confidently. For a company to succeed in the AI-driven environment, it will be crucial to understand how to build a tech-savvy workforce where people embrace AI technologies and participate in the innovation process (Allal-Chérif et al., 2021 [5]).

DECLARATION STATEMENT

Funding/ Grants/ Financial Support	No, I did not receive.
Conflicts of Interest/ Competing Interests	No conflicts of interest to the best of our knowledge.
Ethical Approval and Consent to Participate	No, the article does not require ethical approval or consent to participate, as it presents evidence that is not subject to interpretation.
Availability of Data and Material/ Data Access Statement	Not relevant.
Authors Contributions	I am the sole author of the article.

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Appendices

Appendix 1: Questioners

- What effects has the use of AI had on the methods and procedures used in your business?
- What specific AI tools or technologies have you used in your company, and how have they helped you gain a competitive edge?
- Could you give any examples of how AI has facilitated better decision-making in your company?
- What obstacles did you face, and how did you overcome them, during the AI implementation process?
- What steps have you made to guarantee a seamless transition, and how have your workers adjusted to working with AI technologies?
- How has AI-driven data analysis offered insights that have changed your company's business strategy or line of products/services?
- Can you describe any unforeseen advantages or results that resulted from your AI initiatives?
- How can you make sure that your organization's AI-driven operations adhere to ethical AI usage and data privacy?
- How do you plan to remain on top of these advances, and what role do you envision AI having in the future of your sector?
- In the following years, how do you see the continuing development of AI technology affecting your business strategy and consumer interactions?

Appendix 2: Organisation's potential for enhancing digital capabilities

	Traditional Marketing	Digital Marketing	What the Company can Do
Business Objective	Focus on incremental revenue to organic revenue and reduction of churn rate	• Build foundation for digital marketing and later digital transformation • Start to generate revenue from blended traditional and digital marketing	Define clear business objectives and communicate across the company
Culture	Business as usual and sometime siloed	Collaboration of sales, marketing, and technology	• Management sponsor • Embrace the "culture change" through training for instance
People	More talents with typical telecom knowledge and skills	Digital skillset in technology, business, management and soft skills	Train and/or recruit talents with relevant skillsets
Customer Data	• Cellular standard customer data (demography, and usage services) • Real time data	Digital data (relevant ones and aligned with business objective)	• Collect, gather, store, process both non-digital and digital data • Identify relevant data
Business Process	Available	Modified or even new business processes	Combine business processes which manage both traditional and digital marketing
Marketing Analytics	Based on usage	Based on rich real time non-digital and digital data	• Develop analytical models using non-digital and digital data. Including persona (segmentation) • Apply seamlessly traditional and digital marketing campaigns
Marketing Campaign	Traditional campaigns with SMS, USSD and email	Digital campaign via digital channels	Put traditional and digital marketing campaign as single journeys to improve customer seamless experience
Measurement	More on incremental revenue and churn rate	Digital KPIs	Define blended KPIs for traditional and digital marketing
Technology	Campaign management system (CMS) with integration to non-digital channels	Digital marketing technologies	Enhance system capabilities of the legacy system to accommodate digital marketing

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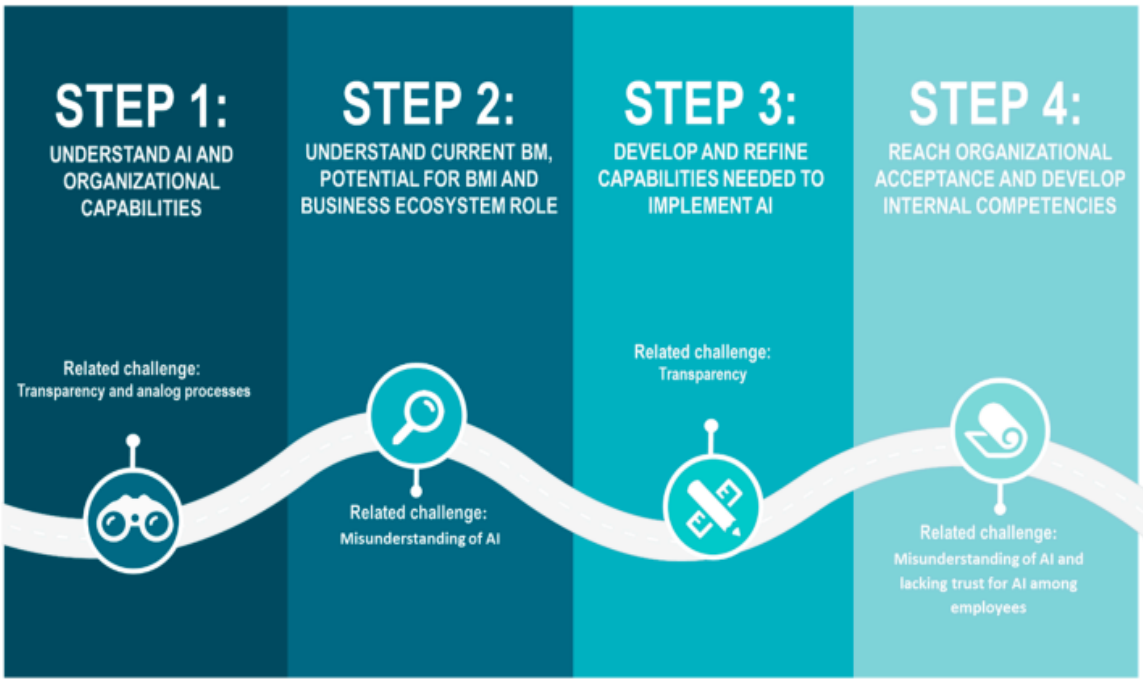
Appendix 3: Benefits and Challenges of AI implementation in business

Benefits of AI	Challenges of AI
Improved decision accuracy and quality	Ethical considerations and algorithmic biases
Enhanced data analysis and insights generation	Resistance to change and organizational adoption
Increased operational efficiency and productivity	Lack of transparency and interpretability of AI algorithms
Identification of growth opportunities and risk mitigation	Data privacy and security concerns
Innovation and new business models	Skills gap and workforce readiness
Strategic planning based on real-time market insights	Integration and interoperability with existing systems
Automation of routine tasks and process optimization	Cost of implementation and maintenance
Resource allocation optimization for better performance	Dependence on AI systems and potential technical failures
Personalization of products and services	Potential job displacement and societal impacts

Appendix 4: roadmap of AI implementation in a successful business model



Appendix 5: Data analysis

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Factors		Survey Items
Digital transformation competencies	Opportunity identification	• Digital technology competencies are sufficient to strengthen digital businesses. • Original digital technologies to strengthen digital businesses are secured. • Differentiated digital business models to strengthen digital businesses are secured.
	Business design and resource deployment	• The enterprise has established policies to strengthen digital businesses. • Proper budgets (expenses) are invested in strengthening digital businesses. • Professional workforce and teams to strengthen digital businesses have been secured.
	Business organization and corporate culture regulation	• The proper governance and decision-making should be secured to strengthen digital businesses. • The enterprise promotes changes/innovations in the organizational culture to strengthen digital businesses. • Leadership is exercised actively to strengthen digital businesses.
Platform development strategy		• If a platform is required, independence is preferred. • Platform development is a priority for a new business. • Developing a platform independently is a common tendency when a new technology is to be applied.
Platform envelopment strategy		• A platform most preferred in the market is utilized. • Utilizing and enveloping a platform that adopts the latest technology is a common tendency. • Our company merges other platform-related business entities if necessary.
Platform empowerment	Unique competency reinforcement	• Maintaining corporate competitiveness in the industry through platforms. • Improving business competencies through platforms. • Securing business differentiation through platforms.
	Shared value creation	• Designing innovative business models through platforms. • Collaborating with new interested parties through platforms. • Creating a new market through platforms.
	Cost-saving effect	• Saving costs for new product development through platforms. • Saving production costs through platforms. • Saving marketing costs through platforms.
	Network effect	• Conducting collaboration with partners efficiently through platforms. • Securing more customers through platforms. • Taking care of internal affairs through platforms.

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