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## Marketing Strategies to Increase Housing Sales at PT. Donelley Integrating AI with IOT and Blockchain for Comprehensive Digital Transformation in Operational Management

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**Abstract:** The rapid advancement of technology has led to significant changes in operational management, with artificial intelligence (AI) emerging as a pivotal driver of digital transformation. This research aims to explore how AI can enhance operational management by improving efficiency, decision-making, and process optimization. Through a systematic literature review, the study analyzes various applications of AI in operational management, focusing on key areas such as logistics, manufacturing, and supply chain management. The findings suggest that AI has the potential to revolutionize operational processes by enabling automation, predictive analytics, and intelligent decision-making systems. However, the successful implementation of AI requires overcoming several challenges, including employee skill gaps, cultural resistance, and the need for robust technological infrastructure. This study also introduces a framework for AI-driven digital transformation, highlighting the importance of integrating AI with other disruptive technologies, such as IoT and blockchain, to achieve a comprehensive transformation. Additionally, the research emphasizes the role of organizational culture and management in facilitating AI adoption. While the impact of AI is substantial, the study identifies significant gaps between theoretical potential and practical application, suggesting the need for further research into sector-specific AI implementations. The results provide valuable insights for organizations seeking to leverage AI in their digital transformation strategies, offering recommendations for overcoming common barriers and maximizing the benefits of AI in operational management.

**Keywords:** Artificial Intelligence, Digital Transformation, Operational Management, Process Optimization, Predictive Analytics, Supply Chain Management, Manufacturing, Organizational Culture, Technological Integration, Automation

### INTRODUCTION

In today's digital age, operational management is facing an unprecedented transformation with the emergence of new technologies that are changing the way companies operate and compete. Digital transformation has become a strategic imperative for organizations to remain competitive, with artificial intelligence (AI) emerging as a key driver of this change [1]. This change is not only about the adoption of new technologies, but also about how organizations can transform their business models and build dynamic capabilities to respond to rapid market changes. Digital transformation involves a series of disruptions that force organizations to respond strategically while managing structural changes and emerging barriers [2].

This research is especially important considering that AI has evolved from a primitive concept to a complex and flexible system capable of achieving goals and tasks through flexible adaptation (Haenlein & Kaplan, 2019). In an operational context, AI offers a unique opportunity to transform business operations and increase productivity in the digital economy [3]. However, there is still a gap between the potential of AI and its effective implementation in operational management practices. The

adoption of AI in operational management is highly dependent on job suitability, complexity, long-term consequences, attitudes towards use, social factors, and enabling conditions [4].

The main goal of this study is to investigate how AI can support digital transformation in operational management. AI has been shown to improve operational efficiency through various applications, including logistics, marketing, and production [5]. In the context of manufacturing, AI has shown significant potential to improve manufacturing systems, semiconductor manufacturing, and additive manufacturing, enabling the realization of Industry 4.0 and Smart Factory [6]. However, successful AI implementations require careful consideration of the social implications and proper stakeholder engagement [7].

This research raises key questions about how AI can support and accelerate digital transformation in operational management. This is important considering that AI has changed the way organizations make decisions in the era of Big Data [8]. AI not only improves decision-making capabilities but also enables organizations to face complex operational challenges more effectively. However, to achieve success in AI implementation, organizations need to understand that digital transformation is an ongoing process that requires a balanced approach between technology, processes, and people [9]. In addition, organizations also need to consider challenges such as cultural barriers, fear of the unknown, lack of employee skills, and adequate strategic planning [10].

## LITERATURE REVIEW

Artificial Intelligence (AI) has undergone a significant evolution from a simple initial concept to a complex and adaptive system. AI can be defined as a set of toolsets that include neural networks, machine learning, expert systems, fuzzy logic, and swarm intelligence that can effectively create intelligent machines that work and react like humans in solving complex problems [11]. The development of AI has reached a point where this technology is capable of simulating human intelligence and advancing fields that were previously considered too complex to be automated [12]. In a business context, AI should be seen as a concept that has a variety of nuances, with potential and risks that need to be carefully considered, where the Three C's Model can help organizations consider their internal and external implications [13].

AI can be categorized into several types based on their capabilities and applications. In operational management, AI implementations often focus on evolving learning methods, as well as sensing and interaction methods that emerge as growing research areas [14]. AI-based Enterprise Information systems in manufacturing companies have been shown to improve decision-making and automation through machine learning models or logic-based systems, resulting in the convergence of four major disruptive technologies [15]. AI approaches in business operations have evolved to become more sophisticated, with the ability to integrate different types of data and generate deeper insights for decision-making [16].

Digital transformation is a strategic process that involves fundamental changes in the way organizations operate and deliver value. It is an ongoing process within incumbent companies driven by agility, business model transformation, collaborative approach, and ultimately their culture through the use of new digital technologies [1]. Digital transformation involves three main categories: technology, processes and management, and people [9]. Successful digital transformation requires the ability to overcome cognitive barriers, reconfigure digital routines, and adopt new forms of organization to gain a competitive advantage in the new competitive landscape [17].

In the specific context of business operations, digital transformation has improved efficiency, productivity, and competitiveness by enabling companies to adopt technologies such as IoT, AI, and blockchain [18]. The implementation of AI in digital transformation has shown significant potential in improving intelligent data management and operational efficiency, providing benefits to stakeholders and decision-makers [19]. However, the adoption of AI in digital transformation also faces various challenges, including the need for close collaboration between computer scientists, clinical researchers, practitioners, and other users to ensure successful implementation [20].

AI has become a key driver in the transformation of business operations in the digital economy era, particularly through predictive algorithms that offer a unique opportunity to increase productivity and revitalize e-commerce (Maslak et al., 2021). Nonetheless, it is important to understand that the successful implementation of AI in digital transformation requires a balanced approach that considers not only technological aspects but also broader social and organizational implications [4].

AI has fundamentally changed the way operational management works, especially in the context of decision-making and process optimization. In the era of Big Data, AI has become a key instrument in decision-making, although it still faces various challenges that require twelve research propositions to advance AI research and development [8]. In the context of supply chain management, AI has demonstrated the ability to improve logistics, marketing, and production, although more research is still needed to fill existing gaps in the literature [5]. The application of AI in operational and supply

chain management has revolutionized various sectors, including healthcare, manufacturing, and retail, with challenges and opportunities for growth in these industries [21].

Case studies in various industry sectors show the significant impact of AI implementation. In manufacturing, AI has been shown to improve manufacturing systems, semiconductor manufacturing, and additive manufacturing, enabling the realization of Industry 4.0 and Smart Factory [6]. In India's manufacturing sector, AI has facilitated R&D, improved quality, reduced errors, and maintained supply chains, despite the need for compliant industries and a collaborative workforce [22]. In the context of agriculture and forestry, human-centered AI requires the fusion of intelligent information, robotics, and inherent intelligence to empower and improve human performance, rather than replacing people [23].

Although the potential of AI is enormous, there is still a significant gap between theory and practical implementation. The adoption of AI in operational management is highly dependent on job suitability, complexity, long-term consequences, attitudes towards use, social factors, and enabling conditions [4]. The collaboration of AI and IoT can improve operational management efficiency, but overcoming barriers and addressing research gaps is essential for further progress [24]. Key challenges in AI implementation include cultural constraints, fear of the unknown, lack of employee skills, and strategic planning [10].

To address this gap, AI needs to be seen as an integral part of a broader digital transformation strategy. AI is often implemented in enterprise digital transformation projects, supporting existing businesses and offering guidance on data, intelligence, grounding, integration, teamwork, agility, and leadership [25]. However, AI has the potential to revolutionize industry and society, but research challenges and agendas must be addressed to ensure its successful implementation and future impact [26]. AI-powered digital transformation requires the ability to overcome cognitive barriers, reconfigure digital routines, and adopt new forms of organization to gain a competitive advantage in the new competitive landscape [17].

## METHODS

This study uses a systematic literature study approach to analyze and synthesize existing knowledge about the application of AI in the digital transformation of operational management. This method was chosen because of its ability to identify, evaluate, and integrate findings from various relevant studies, as it has proven effective in previous studies on AI in operational management [14]. This systematic approach allows researchers to comprehensively understand how AI can improve operational efficiency, drive innovation, and optimize decision-making processes in the context of digital transformation [5].

The data collection process involves extensive searches in various academic databases and credible industry sources. This methodology follows the practices used in previous studies that have successfully analyzed the impact of AI in an operational context [7]. The sources used include leading academic journals that discuss AI, digital transformation, and operational management, with a particular focus on publications that have a high impact factor and have gone through a rigorous peer review process. This approach is similar to that used in previous comprehensive studies on AI in operational and supply chain management [22].

The criteria for selecting literature in this study are designed to ensure the quality and relevance of the data analyzed. Following the practices applied in previous systematic studies [24], the main criteria include: (1) Publication within the last five years to ensure the actuality of information, given the rapid development of AI technology; (2) Relevance to the focus of research on the application of AI in the digital transformation of operational management; (3) The quality of the methodology used in the research; and (4) The significance of the findings in a practical and theoretical context. This criterion is in line with the approach used in previous systematic studies that analyzed the adoption of AI in business operations [19].

Data analysis is carried out using a thematic approach that allows the identification of patterns and trends in the implementation of AI in various industry sectors. This method has been proven effective in analyzing the impact of AI on business operational transformation [3]. The analytical approach used considers various aspects of AI implementation, including factors influencing technology adoption, challenges in implementation, and results achieved in various operational contexts [4]. The methodology also allows researchers to identify gaps in the existing literature and potential areas for future research, as has been done in previous studies on AI in the context of operational management [1].

To ensure the validity of the findings, this study also applies data triangulation by comparing findings from various sources and types of publications. This approach allows for a more comprehensive understanding of how AI can support digital transformation in operational management, while considering various perspectives and implementation contexts [26]. The methodology used also considers the practical implications of the research findings, with a particular

focus on how organizations can effectively implement AI in the context of their digital transformation [17].

## RESULT AND DISCUSSION

### Main Findings in AI Implementation for Digital Transformation

The implementation of artificial intelligence (AI) in operational management has demonstrated significant impact across various industries. Research shows that AI applications have revolutionized traditional operational processes, particularly in supply chain management, where AI has become instrumental in advancing learning methods while developing sensing and interacting capabilities [14]. The transformation extends beyond mere process automation, as AI-enabled Enterprise Information Systems have shown remarkable improvements in decision-making capabilities through the integration of machine learning models and logic-based systems [15].

In manufacturing sectors, AI has demonstrated particular promise in enhancing operational excellence. The technology drives improvements through advanced machine computing abilities, deep learning applications, and enhanced data management systems. However, organizations face notable barriers including cultural constraints, employee skill gaps, and strategic planning challenges [10]. Despite these challenges, the integration of AI has shown measurable improvements in operational efficiency, especially when marketing and IT strategies are aligned with AI-based decision-making frameworks [16].

### Framework Development for AI-Driven Digital Transformation

The analysis of existing literature reveals a comprehensive framework for digital transformation powered by AI, which encompasses three primary dimensions:

- **Technological Integration:** Research indicates that successful digital transformation requires the convergence of multiple disruptive technologies, with AI serving as a central enabler [15]. This integration must be approached as an ongoing process of strategic renewal, particularly in incumbent firms [1].
- **Operational Process Enhancement:** Studies demonstrate that AI implementation in operations management is influenced by several key factors:
  - Job-fit considerations
  - Complexity management
  - Long-term consequence assessment
  - Affect towards use
  - Social factors
  - Facilitating conditions

[4]

- **Management and Cultural Transformation:** Digital transformation extends beyond technological implementation, requiring significant changes in organizational culture and management approaches. This includes:
  - Development of dynamic capabilities
  - Business model transformation
  - Collaborative approach enhancement
  - Cultural adaptation

[1]

### Impact Analysis and Industry Applications

The impact of AI on operational management has been substantial across various sectors. In manufacturing, AI methods have significantly improved system efficiency, particularly in semiconductor manufacturing and additive manufacturing processes, facilitating the advancement toward Industry 4.0 and Smart Factory implementations [6]. The healthcare sector has also seen notable improvements, with AI applications enhancing operational efficiency and decision-making processes [21].

Table 1: Key Benefits of AI Implementation in Digital Transformation

Benefit Category	Impact Areas	Source
Operational Efficiency	Process automation, Resource optimization	Pournader et al., 2021
Decision Making	Data analysis, Predictive analytics	Duan et al., 2019
Supply Chain Management	Logistics optimization, Inventory management	Toorajipour et al., 2021

Manufacturing Operations	Quality control, Production planning	Chien et al., 2020
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### Challenges and Opportunities

While AI presents significant opportunities for digital transformation, organizations face several challenges in implementation. Research indicates that successful AI adoption requires addressing:

- Technical Challenges:
  - Data quality and integration issues
  - System compatibility
  - Infrastructure requirements
- [8]Organizational Challenges:
  - Skill gap among employees
  - Change management requirements
  - Resource allocation
- [10]Future opportunities for AI in operational management include:
  - Enhanced predictive capabilities for market trends
  - Improved resource optimization
  - Advanced customer experience personalization
  - Integrated decision-making systems

(Duan et al., 2019)

Companies implementing AI for digital transformation must develop comprehensive strategies that align with their business objectives while ensuring proper training and support for employees adapting to new technologies [5]. This strategic approach should consider both the technical requirements and human factors involved in successful AI implementation.

Table 2: Implementation Challenges and Mitigation Strategies

Challenge Type	Description	Mitigation Strategy
Technical	Infrastructure limitations, Data quality	Systematic upgrade approach, Data governance
Organizational	Employee resistance, Skill gaps	Training programs, Change management
Strategic	Resource allocation, ROI concerns	Phased implementation, Clear metrics

The research indicates that organizations successfully implementing AI in their digital transformation initiatives typically follow a structured approach that balances technological advancement with organizational readiness and strategic planning [26]. This balanced approach has proven crucial for achieving sustainable transformation and maintaining competitive advantage in the digital age.

The impact of AI implementation in operational management has demonstrated significant transformative effects across various industries. AI applications have revolutionized traditional business operations by enabling enhanced decision-making capabilities and improving operational efficiency through smart data management [19]. Research indicates that AI-enabled systems significantly reduce operational costs while simultaneously improving productivity through advanced automation and predictive capabilities (Maslak et al., 2021). In the manufacturing sector specifically, AI has shown remarkable success in enhancing quality control, reducing errors, and maintaining efficient supply chain operations, leading to substantial competitive advantages for organizations that have successfully implemented these technologies [22].

Despite the clear benefits, organizations face numerous challenges in AI adoption and implementation. A significant barrier exists in the form of organizational resistance to technological change, primarily stemming from cultural constraints and fear of the unknown among employees. Research has identified several key challenges, including insufficient employee skills, inadequate strategic planning, and limited understanding of AI capabilities [10]. Technical challenges also persist, particularly in terms of data quality and integration issues, with many organizations struggling to establish the necessary infrastructure for effective AI implementation [26]. The complexity of AI systems and the need for substantial investment in both technology and human capital present additional hurdles that organizations must overcome [5].

However, the opportunities presented by AI in operational management are substantial and continue to expand. AI systems have demonstrated significant potential in enhancing supply chain management through improved logistics, marketing, and production processes [5]. Research shows

that AI can significantly improve operational excellence through various mechanisms, including enhanced machine computing abilities, deep learning applications, and advanced data management systems [10]. Moreover, AI enables organizations to develop more sophisticated predictive capabilities, allowing them to anticipate market trends and optimize resource allocation more effectively [8]. The technology also opens new avenues for customer experience enhancement through personalized service delivery and real-time response capabilities [26].

Industry comparison analysis reveals varying degrees of AI adoption across different sectors. Manufacturing and retail industries have emerged as early adopters, successfully implementing AI across various operational processes [6]. These sectors have particularly benefited from AI applications in areas such as predictive maintenance, quality control, and supply chain optimization [15]. In contrast, other sectors such as healthcare and public services are still in the early stages of AI adoption, though they show promising potential for future implementation [20]. The disparity in adoption rates can be attributed to differences in operational complexity, technological readiness, and organizational culture across various sectors [1]. Advanced sectors demonstrate that successful AI implementation requires a comprehensive approach that combines technological innovation with organizational transformation and strategic planning [4].

## CONCLUSIONS

The comprehensive analysis of AI implementation in digital transformation of operational management reveals several crucial insights. Research demonstrates that AI technologies possess substantial potential to accelerate digital transformation across various operational domains, particularly in enhancing decision-making processes and operational efficiency [19]. The successful integration of AI into operational management requires a strategic approach that encompasses both technological implementation and organizational transformation, with studies showing that companies must develop dynamic capabilities while transforming their business models and organizational culture [1]. Moreover, the evidence suggests that AI implementation success heavily depends on careful consideration of job-fit factors, complexity management, and proper facilitation of organizational conditions [1].

Based on the analyzed literature, several key recommendations emerge for organizations pursuing AI-driven digital transformation. First, companies must develop comprehensive AI strategies that align with their long-term business objectives while addressing potential implementation challenges [8]. The research emphasizes the critical importance of employee training and skill development, as successful AI adoption requires a workforce capable of understanding and utilizing these new technologies effectively [10]. Organizations should also prioritize investment in robust technological infrastructure, as studies indicate that inadequate technical foundations often become significant barriers to effective AI implementation [5]. Furthermore, companies need to establish clear governance frameworks and change management strategies to ensure smooth integration of AI systems into existing operational processes [15].

Looking toward future research directions, several critical areas warrant further investigation. There is a pressing need for more detailed studies examining AI applications in specific operational contexts, particularly in sectors that are still in the early stages of adoption [7]. Research should focus on developing deeper understanding of how different industries can overcome technical and cultural barriers to AI adoption, with particular attention to the unique challenges faced by various sectors [24]. Additionally, longitudinal studies are needed to assess the long-term impacts of AI implementation on operational management, including both quantitative performance metrics and qualitative organizational changes [26]. The research agenda should also address the integration of AI with other emerging technologies, as studies suggest that the convergence of multiple technologies often yields the most significant operational improvements [15]. Furthermore, future research should explore how organizations can better balance the technical capabilities of AI with human factors in operational management, ensuring that technological advancement enhances rather than replaces human capabilities [23].

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