

Generative Artificial Intelligence for Digital Business Innovation: A Systematic Literature Review

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Abstract

Generative Artificial Intelligence (Generative AI) has emerged as a transformative technology that is reshaping digital business innovation by enabling organizations to enhance creativity, optimize decision-making, redesign business models, and improve operational efficiency. Despite the rapid growth of research in this area, existing studies remain fragmented across different business contexts and disciplines, limiting a comprehensive understanding of its strategic role. This study aims to synthesize the current body of knowledge on Generative AI for digital business innovation through a Systematic Literature Review (SLR). Following the PRISMA 2020 guidelines, peer-reviewed journal articles indexed in Scopus and published between 2024 and 2026 were systematically identified, screened, and analyzed using thematic content analysis. A total of 50 articles met the inclusion criteria and were included in the qualitative synthesis. The analysis identified six interconnected themes: Business Innovation, Organizational Capability, Organizational Intelligence, Human–AI Collaboration, Responsible AI Governance, and Business Performance. The findings indicate that Generative AI functions not merely as an automation technology but as a strategic organizational capability that supports sustainable digital transformation and competitive advantage. This review contributes by proposing an integrated conceptual framework that explains how Generative AI creates organizational value through the interaction of technological capability, organizational readiness, knowledge management, innovation capability, governance, and human collaboration, while also identifying key research gaps and directions for future studies.

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1. INTRODUCTION

The rapid advancement of digital technologies has fundamentally transformed the way organizations create value, compete in dynamic markets, and develop innovative business strategies (Kraus et al., 2021; Omol, 2024). Digital business innovation has become a key driver of organizational competitiveness by enabling firms to redesign business models, improve customer experiences, automate business processes, and develop new digital products and services. Recent developments in artificial intelligence (AI), particularly Generative Artificial Intelligence (GenAI),

have accelerated this transformation by introducing unprecedented capabilities in content generation, knowledge management, decision support, software development, and business process automation (Nour & Arbussà, 2025; Tetteh et al., 2025). Unlike conventional AI systems that primarily focus on prediction or classification, Generative AI is capable of creating new content—including text, images, videos, source code, and business insights—through advanced large language models and multimodal learning architectures. Consequently, Generative AI is increasingly recognized as one of the most disruptive technologies shaping the future of digital business innovation (Abou Elgheit, 2025; Amankwah-Amoah et al., 2024; Sedkaoui & Benaichouba, 2026).

The emergence of powerful Generative AI applications has significantly influenced business practices across various industries. Organizations are adopting Generative AI to enhance marketing creativity, personalize customer interactions, accelerate product development, optimize operational efficiency, support strategic decision-making, and improve organizational learning (AI-kfairy, 2025; Holmström & Carroll, 2025). Digital platforms, financial technology firms, e-commerce companies, and technology startups have become early adopters of this technology, demonstrating how Generative AI can generate competitive advantages through faster innovation cycles and improved business agility. Moreover, small and medium-sized enterprises (SMEs) are beginning to leverage Generative AI to overcome resource limitations by automating repetitive tasks, reducing operational costs, and expanding digital capabilities. These developments indicate that Generative AI is no longer merely an emerging technology but has evolved into a strategic resource for digital business transformation (Abou Elgheit, 2025; Brusco Pletsch et al., 2026).

The growing importance of Generative AI has attracted considerable attention from researchers worldwide. Existing studies have explored diverse aspects of Generative AI implementation, including customer service automation, digital marketing, business intelligence, innovation management, organizational creativity, supply chain optimization, entrepreneurial ecosystems, and knowledge management. Other studies have examined ethical concerns, governance mechanisms, data privacy, algorithmic bias, explainability, and responsible AI adoption (Fosso Wamba et al., 2025; López-Solís et al., 2025). Although this expanding body of literature provides valuable insights into the technological and managerial implications of Generative AI, the existing research remains fragmented across different disciplines and business contexts. Most studies concentrate on specific applications or industries, making it difficult to obtain a comprehensive understanding of how Generative AI contributes to digital business innovation as an integrated phenomenon.

Furthermore, the rapid evolution of Generative AI technologies has created a continuously changing research landscape (Gopal et al., 2025; Storey et al., 2025; X. Sun & He, 2025; Trigka & Dritsas, 2025). Since the emergence of advanced large language models and generative foundation models, scholarly publications have increased substantially, introducing new concepts, implementation strategies, opportunities, and challenges that extend beyond previous AI literature. However, despite this rapid growth, there remains limited systematic evidence synthesizing the current state of knowledge regarding the role of Generative AI in digital business innovation. Existing reviews often focus on artificial intelligence in general, digital transformation, or specific business functions, while comprehensive reviews dedicated exclusively to Generative AI and its contribution to digital business innovation remain scarce. This limitation hinders the development of an integrated

conceptual understanding and restricts the ability of researchers and practitioners to identify emerging research themes, practical implications, and future research opportunities.

Addressing this research gap is important for both academic and practical reasons. From an academic perspective, synthesizing the rapidly expanding literature can provide a comprehensive overview of research trends, dominant themes, theoretical perspectives, methodological approaches, and unresolved issues related to Generative AI in digital business innovation. From a practical perspective, organizations require evidence-based knowledge to understand how Generative AI can be strategically implemented while balancing innovation opportunities with challenges such as governance, ethics, workforce transformation, cybersecurity, and regulatory compliance. A systematic synthesis of existing studies can therefore support more informed managerial decision-making and facilitate responsible digital innovation.

Accordingly, this study conducts a Systematic Literature Review (SLR) to comprehensively examine the current body of knowledge on Generative Artificial Intelligence for digital business innovation. Following a structured and transparent review process, this study aims to identify the major research themes, analyze the applications and business outcomes of Generative AI, examine implementation challenges, and propose directions for future research. The study contributes to the literature by providing an integrated synthesis of recent research, identifying existing knowledge gaps, and developing a comprehensive understanding of how Generative AI supports digital business innovation. The findings are expected to enrich the theoretical discourse on digital business innovation while offering practical insights for managers, entrepreneurs, policymakers, and technology practitioners seeking to leverage Generative AI for sustainable business transformation.

2. LITERATURE REVIEW

2.1 Generative Artificial Intelligence

Generative Artificial Intelligence (Generative AI or GenAI) represents a new generation of artificial intelligence capable of producing novel content, including text, images, videos, software code, audio, and analytical outputs based on patterns learned from massive datasets. Unlike conventional artificial intelligence, which primarily focuses on prediction, classification, or decision support, Generative AI emphasizes content creation through advanced deep learning architectures such as Large Language Models (LLMs), transformer-based models, diffusion models, and multimodal foundation models (Banh & Strobel, 2023; Sengar et al., 2024). The rapid emergence of applications such as ChatGPT, Gemini, Claude, and Microsoft Copilot has significantly accelerated the adoption of Generative AI across business environments, making it one of the most influential digital technologies in contemporary organizations.

From a business perspective, Generative AI is increasingly viewed as a strategic capability rather than merely a technological tool. It supports organizations in automating knowledge-intensive activities, enhancing creativity, accelerating innovation processes, improving customer interactions, and facilitating strategic decision-making. Existing literature suggests that Generative AI contributes to multiple forms of innovation, including product innovation, service innovation, process innovation, marketing innovation, and business model innovation (Kanbach et al., 2024; Sedkaoui & Benaichouba, 2026). These capabilities enable organizations to create greater customer value while

improving operational efficiency and organizational agility in increasingly competitive digital markets.

Despite its transformative potential, Generative AI also introduces significant managerial and organizational challenges. Researchers have identified issues related to data privacy, intellectual property, algorithmic bias, transparency, governance, cybersecurity, and ethical responsibility. Consequently, successful implementation depends not only on technological capabilities but also on organizational readiness, digital governance, human competencies, and responsible AI policies.

2.2 Digital Business Innovation

Digital business innovation refers to the creation, adoption, and implementation of new products, services, business processes, organizational practices, or business models through digital technologies (Nwankpa et al., 2022; Wang et al., 2023). It extends beyond the simple adoption of digital tools by emphasizing how organizations generate value, improve competitiveness, and redesign business operations using emerging digital capabilities.

The literature identifies digital business innovation as a multidimensional concept encompassing technological innovation, organizational transformation, customer experience enhancement, and business model renewal (Haftor & Climent Costa, 2023; Zheng et al., 2024). Emerging technologies—including cloud computing, big data analytics, artificial intelligence, blockchain, and the Internet of Things (IoT)—have become key enablers of innovation, allowing organizations to respond rapidly to changing customer expectations and market dynamics. Digital innovation therefore represents not only technological advancement but also strategic organizational change that reshapes how firms create and capture value (Faraj & Leonardi, 2022; Nasiri et al., 2023).

Recent studies further emphasize that digital business innovation is closely associated with organizational agility and dynamic capabilities. Firms capable of sensing technological opportunities, seizing digital resources, and reconfiguring organizational capabilities are more likely to achieve sustainable competitive advantages. Within this context, Generative AI emerges as a new digital capability capable of accelerating innovation across multiple organizational functions (Holmström & Carroll, 2025; Sedkaoui & Benaichouba, 2026).

2.3 Generative AI as an Enabler of Digital Business Innovation

Recent research increasingly positions Generative AI as a strategic enabler of digital business innovation rather than merely an automation technology. The capability to generate original content, analyze large volumes of information, and support complex reasoning enables organizations to redesign business processes, develop innovative products, personalize customer experiences, and improve strategic decision-making (Holmström & Carroll, 2025; Sedkaoui & Benaichouba, 2026; wael AL-khatib, 2023).

Existing studies indicate that the application of Generative AI spans various business functions, including digital marketing, customer relationship management, software development, product design, financial services, knowledge management, human resource management, and entrepreneurship. Furthermore, Generative AI supports business model innovation by enabling organizations to develop new value propositions, optimize resource allocation, and establish new

digital revenue streams. These developments demonstrate that Generative AI influences innovation at operational, tactical, and strategic levels simultaneously (He & Yang, 2026; Ooi et al., 2025).

However, the literature also suggests that realizing these benefits requires complementary organizational capabilities. Effective implementation depends on digital infrastructure, high-quality data, employee digital competencies, AI governance, ethical standards, and strategic leadership. Consequently, business innovation enabled by Generative AI should be understood as the interaction between technological capabilities and organizational transformation rather than technology adoption alone (Holmström & Carroll, 2025; wael AL-khatib, 2023).

2.4 Research Gap and Conceptual Perspective

Although scholarly interest in Generative AI has grown rapidly since the introduction of large language models, the existing literature remains fragmented across different research domains, including information systems, innovation management, entrepreneurship, marketing, and strategic management. Most studies investigate individual applications of Generative AI within specific industries or organizational functions, while fewer studies synthesize its broader contribution to digital business innovation as an integrated research field.

Several review studies have examined artificial intelligence from broader perspectives such as corporate innovation, business models, or entrepreneurship. However, dedicated reviews focusing specifically on the relationship between Generative AI and digital business innovation remain limited, particularly those that systematically classify research themes, business applications, organizational outcomes, implementation challenges, and future research opportunities.

Accordingly, this study adopts a Systematic Literature Review (SLR) approach to integrate fragmented evidence and provide a comprehensive synthesis of the current knowledge on Generative AI for digital business innovation. The review is expected to develop a clearer conceptual understanding by identifying dominant research themes, mapping business applications, examining organizational implications, and proposing future research directions. This conceptual synthesis serves as the theoretical foundation for the subsequent methodology and analysis.

3. METHOD

This study employed a Systematic Literature Review (SLR) to comprehensively synthesize the existing body of knowledge on the application of Generative Artificial Intelligence (Generative AI) in digital business innovation. The SLR approach was selected because it provides a transparent, structured, and reproducible process for identifying, evaluating, and synthesizing relevant scientific evidence while minimizing researcher bias (Azarian et al., 2023; Mannarath, 2025). Unlike traditional narrative reviews, systematic literature reviews follow explicit methodological procedures that improve the reliability and credibility of research findings.

The review process followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) guidelines. PRISMA was adopted because it is widely recognized as an international standard for conducting systematic reviews across various scientific disciplines. The review consisted of four sequential stages: Identification, Screening, Eligibility, and Inclusion.

3.1 Data Sources

The literature search was conducted using the Scopus database, which was selected due to its extensive coverage of high-quality peer-reviewed journals in business, management, information systems, and digital innovation. To ensure that the review reflected recent developments in Generative AI, only publications published between 2024 and 2026 were considered.

The search strategy employed combinations of keywords related to Generative AI and digital business innovation. The primary search string was formulated as follows:

"Generative Artificial Intelligence" OR "Generative AI" OR "GenAI" OR "Digital Business" OR "Business Innovation" OR "Digital Innovation"

Additional keyword combinations were used where necessary to capture relevant publications involving business transformation, artificial intelligence applications, and organizational innovation.

3.2 Inclusion and Exclusion Criteria

To ensure consistency and relevance, predefined inclusion and exclusion criteria were established before the screening process.

Table 1. Inclusion and Exclusion Criteria

Criteria	Inclusion	Exclusion
Publication type	Peer-reviewed journal articles	Conference papers, books, editorials, dissertations
Language	English	Non-English publications
Publication period	2020–2026	Publications before 2020
Research topic	Generative AI in digital business, digital innovation, business transformation	Studies unrelated to business or digital innovation
Accessibility	Full-text available	Abstract-only publications

3.3 Study Selection Process

The study selection process followed the PRISMA 2020 framework. During the identification stage, publications were retrieved using predefined search strings from the Scopus database. Duplicate records were subsequently removed before proceeding to the screening stage. During screening, titles, abstracts, and keywords were examined to determine their relevance to the research objectives. Studies that focused solely on technical aspects of artificial intelligence without discussing business innovation or digital business contexts were excluded.

The eligibility stage involved a comprehensive full-text assessment of the remaining articles to determine whether they satisfied all inclusion criteria. Finally, the studies that met all selection

requirements were included in the qualitative synthesis. The overall study selection procedure is illustrated using the PRISMA 2020 flow diagram in the Results section.

3.4 Data Extraction

Relevant information from each selected study was extracted systematically using a standardized data extraction form. The extracted information included:

1. publication year;
2. authors;
3. country or study context;
4. research objectives;
5. research methodology;
6. business sector;
7. application of Generative AI;
8. key findings;
9. identified challenges; and
10. future research recommendations.

The extracted data were organized using Microsoft Excel to facilitate comparison across studies.

3.5 Data Analysis

The selected studies were analyzed using qualitative thematic content analysis. This analytical technique enables researchers to identify recurring patterns, concepts, and themes emerging from previous studies. The analysis involved several stages:

1. Familiarization with the selected articles;
2. Initial coding of relevant findings;
3. Categorization of similar concepts;
4. Development of overarching research themes;
5. Interpretation of relationships among themes.

The thematic synthesis focused on identifying the major applications of Generative AI, business innovation outcomes, implementation challenges, organizational implications, and future research opportunities.

4. RESULTS AND DISCUSSION (12 PT)

4.1 Study Selection

The study selection process was conducted systematically following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) guidelines to ensure transparency, reproducibility, and methodological rigor throughout the literature review process. The review began with a comprehensive search of the Scopus database using predefined search strings related to Generative Artificial Intelligence (Generative AI) and digital business innovation. The search strategy combined several keywords, including "*Generative Artificial Intelligence*", "*Generative AI*", "*GenAI*", "*Digital Business*", "*Business Innovation*", and "*Digital Innovation*", together with

additional combinations to capture studies discussing digital transformation, organizational innovation, and AI-enabled business applications.

The initial search identified 51 peer-reviewed journal articles published between 2024 and 2026. The search period was intentionally restricted to recent publications because Generative AI has experienced rapid technological advancement following the emergence of large language models and foundation models. Consequently, recent publications are considered to provide the most relevant evidence regarding the role of Generative AI in digital business innovation.

During the identification stage, all retrieved publications were exported into a reference management database and manually reviewed to detect duplicate records. Since the search was conducted using a carefully constructed search strategy within a single database, no duplicate records were identified, resulting in 51 unique studies proceeding to the screening stage.

The screening process involved examining the titles, abstracts, and keywords of all identified studies to determine their relevance to the objectives of this review. Particular attention was given to whether the studies explicitly discussed the application of Generative AI within business, organizational, entrepreneurship, innovation, or digital transformation contexts. Studies focusing exclusively on technical aspects of artificial intelligence without clear implications for digital business innovation were considered outside the scope of this review.

Following title and abstract screening, all 51 studies were considered potentially relevant and therefore progressed to the eligibility stage. During this phase, the full text of each publication was examined against the predefined inclusion and exclusion criteria. The assessment focused on publication type, language, publication period, research topic, and the relevance of the study to digital business innovation. Particular emphasis was placed on ensuring that the reviewed articles investigated the strategic, managerial, organizational, or innovation-related implications of Generative AI rather than purely technical algorithmic development.

The eligibility assessment resulted in the exclusion of one article because its primary objective was to evaluate the use of Generative AI as a research-support tool for academic studies rather than examining its contribution to digital business innovation. Although the article discussed Generative AI, its focus did not align with the conceptual boundaries established in this review. Consequently, 50 peer-reviewed journal articles satisfied all inclusion criteria and were included in the qualitative synthesis.

The final dataset represents one of the most recent collections of scholarly publications addressing Generative AI within digital business contexts. The selected studies encompass a wide range of business domains, including digital transformation, business model innovation, entrepreneurship, organizational learning, innovation management, supply chain management, AI governance, knowledge management, digital marketing, and strategic decision-making. This diversity provides a comprehensive foundation for identifying emerging research themes and understanding how Generative AI contributes to digital business innovation across different organizational settings.

The systematic selection process enhances the credibility of the review by ensuring that all included studies satisfy consistent methodological standards. Furthermore, the application of the PRISMA framework minimizes selection bias and improves the transparency of the review process, allowing future researchers to replicate the search strategy and update the review as the field of Generative AI continues to evolve.

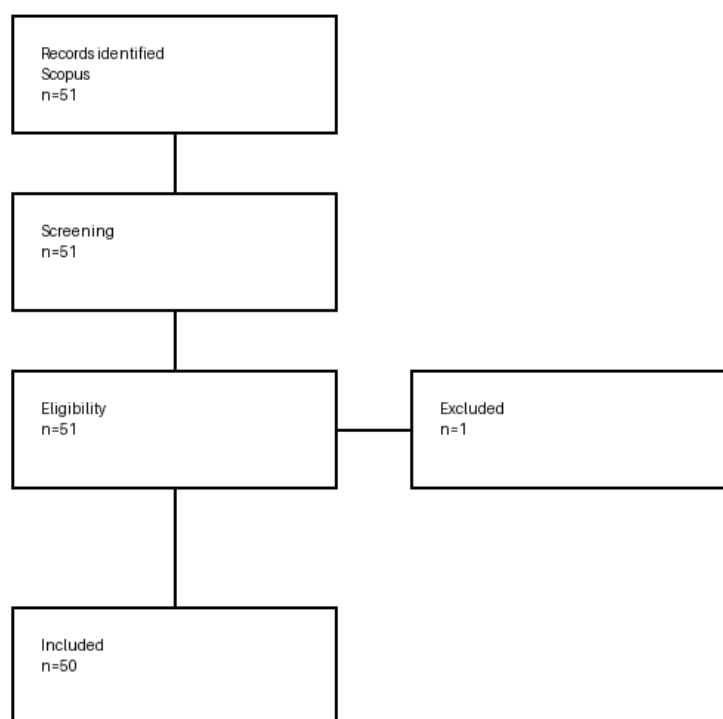
Figure 1. PRISMA 2020 Flow Diagram of the Study Selection Process

Figure 1 illustrates the complete PRISMA workflow adopted in this study. The diagram summarizes the four sequential phases of the review process—Identification, Screening, Eligibility, and Inclusion—and reports the number of articles retained or excluded at each stage. The visualization demonstrates that the review followed a transparent and systematic selection procedure, ultimately yielding 50 eligible studies for qualitative synthesis. The figure also provides readers with a concise overview of the evidence selection process, thereby enhancing the methodological transparency and reproducibility of this Systematic Literature Review.

4.2 Characteristics of Included Studies

To obtain a comprehensive understanding of the current state of research on Generative Artificial Intelligence (Generative AI) for digital business innovation, the characteristics of the selected studies were analyzed based on their research methodology, business context, and research focus. Examining these characteristics provides an overview of how the research field has evolved and identifies dominant research patterns within the existing literature.

Table 2. Characteristics of Included Studies

Characteristics	Category	Frequency
Research Type	Quantitative	18
	Conceptual	14

	Systematic Literature Review	8
	Bibliometric Analysis	4
	Mixed Methods	3
	Case Study	3
Business Context	General Organizations	19
	SMEs	9
	Entrepreneurship	6
	Supply Chain	5
	Manufacturing	4
	Banking	2
	Others	5

As presented in Table 2, the current literature on Generative AI for digital business innovation is characterized by considerable methodological diversity. Quantitative research constitutes the largest proportion of the reviewed studies, accounting for 18 publications, followed by 14 conceptual papers. The relatively high number of conceptual studies suggests that the field remains in an emerging stage, where researchers are actively developing theoretical perspectives, conceptual frameworks, and managerial propositions to explain the strategic implications of Generative AI.

Systematic Literature Reviews (SLRs) and bibliometric studies also represent a substantial proportion of the reviewed literature. These review-based studies reflect the rapid expansion of scholarly publications following the widespread adoption of large language models and foundation models. As the research landscape continues to grow, scholars increasingly seek to synthesize fragmented evidence, identify emerging themes, and establish theoretical foundations for future investigations. However, the relatively limited number of mixed-method and case-study investigations indicates that in-depth empirical exploration of organizational implementation remains comparatively scarce.

The distribution of business contexts further demonstrates that Generative AI research is primarily conducted at the organizational level. Among the selected studies, general organizational settings constitute the largest category, followed by small and medium-sized enterprises (SMEs), entrepreneurship, supply chain management, manufacturing, and banking. This distribution indicates that researchers increasingly perceive Generative AI as a strategic organizational capability rather than a technology restricted to specific industrial sectors (Lenart, 2026; Prasad Agrawal, 2024; Stingl de Vasconcelos Guedes et al., 2026).

The prominence of SME-related research is particularly noteworthy. SMEs frequently encounter resource limitations, limited digital capabilities, and constrained innovation capacity. Consequently, many studies investigate Generative AI as a mechanism for improving operational efficiency, enhancing organizational agility, supporting digital transformation, and strengthening business competitiveness within resource-constrained environments. These findings reinforce the growing recognition of Generative AI as an accessible innovation technology capable of reducing barriers to digital transformation.

Entrepreneurship also emerges as a major research context. Several studies examine how Generative AI facilitates entrepreneurial opportunity recognition, business ideation, strategic decision-making, and startup innovation. Rather than replacing entrepreneurial judgment, Generative AI is consistently described as augmenting entrepreneurs' analytical capabilities by generating alternative solutions, synthesizing market information, and accelerating opportunity evaluation. This trend suggests that entrepreneurship research is gradually shifting toward understanding collaboration between human creativity and AI-generated intelligence (López-Solís et al., 2025; Mehta & Nagariya, 2025).

Another notable finding concerns the increasing number of studies conducted in supply chain management and manufacturing. These studies primarily investigate the role of Generative AI in improving forecasting accuracy, knowledge management, operational efficiency, resource optimization, and supply chain resilience. The emergence of these research contexts indicates that Generative AI is expanding beyond knowledge-intensive service industries into operational and industrial environments where intelligent automation and decision support are becoming increasingly important (Riad et al., 2024; H. Wu et al., 2025).

Despite the diversity of organizational settings, relatively few studies investigate highly regulated sectors such as commercial banking, public administration, healthcare, or government services. This observation suggests that empirical evidence regarding Generative AI implementation in heavily regulated environments remains limited. Regulatory complexity, privacy concerns, and governance requirements may explain why these sectors have received comparatively less scholarly attention.

Overall, the characteristics of the reviewed studies reveal that research on Generative AI for digital business innovation is transitioning from exploratory conceptual discussions toward more evidence-based organizational investigations. Nevertheless, empirical validation remains uneven across industries and geographical contexts. Most studies emphasize organizational innovation, digital transformation, and strategic management, while fewer investigate long-term organizational performance, ecosystem-level innovation, or institutional governance. These observations indicate that although the field has experienced rapid growth, substantial opportunities remain for future empirical research that examines Generative AI implementation across diverse organizational contexts.

The methodological distribution also suggests that researchers are increasingly interested in understanding Generative AI as an organizational capability rather than merely as a technological innovation. This shift reflects the broader evolution of digital business research, where sustainable competitive advantage is viewed as the outcome of interactions between technological resources,

organizational capabilities, managerial competencies, and governance mechanisms rather than technology adoption alone.

4.3 Thematic Findings

The thematic content analysis identified six overarching themes that collectively explain the role of Generative Artificial Intelligence (Generative AI) in enabling digital business innovation. These themes emerged through an iterative coding process involving data extraction, open coding, axial coding, and thematic synthesis of the selected studies. Rather than representing isolated research topics, the identified themes illustrate interconnected organizational mechanisms through which Generative AI contributes to innovation, digital transformation, and sustainable business performance.

Table 3. Major Themes Identified from the Literature

Theme	Representative Codes	Representative Studies
Business Innovation	Product Innovation, Service Innovation, Business Model Innovation, Process Innovation	A1, A25, A37, A46, A49
Organizational Capability	Digital Capability, Dynamic Capability, Organizational Readiness	A3, A4, A21, A36
Organizational Intelligence	Knowledge Management, Organizational Learning, Decision Support	A14, A18, A30, A33
Human-AI Collaboration	Workforce Transformation, Employee Capability, Organizational Culture	A41, A42, A44, A51
AI Governance	Privacy, Ethics, Risk Management, Trust	A7, A15, A23, A38
Business Performance	Competitive Advantage, Sustainability, Business Resilience	A17, A24, A40, A49

As shown in Table 3, the reviewed literature demonstrates that the contribution of Generative AI extends far beyond process automation. Instead, the technology functions as an organizational capability that supports innovation, strengthens knowledge creation, enhances managerial decision-making, and ultimately contributes to sustainable competitive advantage. The following subsections discuss each theme in detail.

4.3.1 Theme 1 – Business Innovation through Generative AI

The first and most dominant theme emerging from the reviewed literature is the role of Generative AI as a catalyst for business innovation. Across numerous studies, Generative AI is consistently associated with the development of innovative products, personalized services, redesigned business processes, and novel business models. Rather than serving merely as an efficiency-enhancing technology, Generative AI is increasingly viewed as a strategic innovation capability that expands organizational creativity and accelerates value creation (Holmström & Carroll, 2025; Kanbach et al., 2024).

Several studies demonstrate that Generative AI enhances product development by supporting idea generation, rapid prototyping, market analysis, and customer-oriented innovation. Organizations are able to develop new products more efficiently because AI systems can generate multiple design alternatives, synthesize customer feedback, and recommend innovative solutions based on extensive knowledge repositories. Similar mechanisms are observed in service innovation, where Generative AI enables organizations to personalize customer interactions, improve service responsiveness, and create new forms of digital customer experiences (Cooper, 2024; Holmström & Carroll, 2025; Sreenivasan & Suresh, 2024).

The reviewed literature also highlights the growing importance of business model innovation. Instead of merely improving existing operational processes, Generative AI facilitates the redesign of organizational value propositions, revenue generation mechanisms, and customer engagement strategies. AI-supported ideation enables firms to identify new market opportunities, redesign digital platforms, and experiment with alternative business models that would be difficult to develop through conventional approaches (Azizi et al., 2025; Capatina et al., 2026). Consequently, innovation is no longer confined to products or services but extends to the overall organizational architecture through which value is created and delivered.

Another recurring finding concerns process innovation. Several studies emphasize that Generative AI contributes to organizational efficiency by automating knowledge-intensive activities such as document generation, information synthesis, report preparation, software development, and decision support. These capabilities reduce repetitive workloads while allowing employees to concentrate on higher-value strategic activities. Importantly, the reviewed studies consistently argue that the value of Generative AI lies not in replacing human expertise but in augmenting organizational creativity and innovation capacity (Fosso Wamba et al., 2025; Holmström & Carroll, 2025).

The synthesis further indicates that innovation outcomes depend on complementary organizational capabilities. Organizations that combine Generative AI with digital strategy, knowledge management, and organizational learning achieve greater innovation performance than those relying solely on technological adoption. Therefore, Generative AI should be understood as an enabling resource that amplifies existing innovation capabilities rather than as an independent source of competitive advantage (Fosso Wamba et al., 2025; Holmström & Carroll, 2025; Machkour & Abriane, 2026).

Overall, the literature demonstrates that business innovation represents the central mechanism through which Generative AI contributes to digital business transformation. Product innovation, service innovation, business model innovation, and process innovation emerge as interconnected dimensions that collectively enable organizations to respond more rapidly to changing customer expectations and increasingly dynamic competitive environments.

4.3.2 Theme 2 – Organizational Capability as the Foundation of Digital Transformation

The second theme emphasizes that the successful implementation of Generative AI depends primarily on organizational capability rather than on technological sophistication alone. While Generative AI provides powerful analytical and creative capabilities, the reviewed studies consistently argue that organizations must possess complementary digital capabilities to transform technological investments into sustainable business value (Brenner, 2018; Martínez-Peláez et al., 2023).

Digital capability is repeatedly identified as one of the strongest determinants of successful AI implementation. Organizations with mature digital infrastructure, strong data management practices, and advanced analytical competencies are better positioned to integrate Generative AI into existing business operations (Al-kfairy, 2025; J. Li et al., 2026). These capabilities facilitate the effective utilization of AI-generated knowledge while minimizing implementation barriers.

Closely related to digital capability is the concept of organizational readiness. Several studies highlight that organizations differ substantially in their preparedness to adopt Generative AI. Readiness encompasses technological infrastructure, employee competencies, leadership commitment, innovation culture, and organizational willingness to embrace change. Firms exhibiting higher levels of organizational readiness are more likely to achieve successful digital transformation because they possess the institutional capacity required to integrate AI into strategic decision-making and operational workflows (Bitetti et al., 2026; Prasad Agrawal, 2024).

Another recurring concept is dynamic capability, which refers to the organizational ability to sense technological opportunities, seize emerging market possibilities, and continuously reconfigure organizational resources. The reviewed studies suggest that dynamic capability serves as a critical mediator between Generative AI adoption and innovation performance. Rather than generating competitive advantage directly, Generative AI strengthens organizations' ability to respond rapidly to technological change and evolving customer demands (X. Li & Xi, 2026; J. Wu et al., 2026).

The literature further indicates that organizational capability is inherently multidimensional. Digital strategy, leadership support, knowledge management, organizational learning, and digital culture collectively determine whether AI technologies generate meaningful business outcomes. Consequently, organizations adopting Generative AI should prioritize capability development alongside technological investment.

This finding represents an important theoretical contribution because it shifts attention from technology-centric explanations toward capability-based perspectives of digital transformation. Instead of asking whether organizations adopt Generative AI, the literature increasingly asks whether organizations possess the capabilities required to utilize AI strategically. This capability-oriented perspective reflects the broader evolution of digital business research and provides a more comprehensive explanation of how Generative AI contributes to long-term organizational competitiveness.

4.3.3 Theme 3 – AI-Driven Organizational Intelligence

The third theme emerging from the thematic synthesis highlights the growing role of Generative Artificial Intelligence as a driver of organizational intelligence. Unlike conventional information systems that primarily support data storage or descriptive analytics, Generative AI enables organizations to create, synthesize, interpret, and communicate knowledge in ways that significantly improve organizational learning and strategic decision-making.

Across the reviewed studies, Generative AI is consistently described as a knowledge-generating capability. Organizations increasingly employ AI-powered systems to summarize complex information, identify hidden patterns, generate business insights, prepare strategic reports, and support managerial decision-making. These capabilities substantially reduce the time required for information processing while improving the quality and accessibility of organizational knowledge. Consequently,

Generative AI enhances organizational intelligence by enabling managers to make faster and more informed decisions based on comprehensive evidence (Machkour & Abriane, 2026; Schulte & Kanbach, 2026).

Knowledge management represents another dominant dimension of this theme. The reviewed studies indicate that Generative AI facilitates the acquisition, integration, and dissemination of organizational knowledge across different functional areas. Employees are able to retrieve relevant information more efficiently, generate new knowledge from diverse information sources, and share expertise through AI-assisted collaborative platforms. These mechanisms strengthen organizational memory and contribute to continuous learning (Al-kfairy, 2025; Chow et al., 2026; He & Yang, 2026).

The literature further demonstrates that organizational learning increasingly depends on collaboration between human expertise and AI-generated knowledge. Rather than replacing employees' cognitive capabilities, Generative AI complements human judgment by providing alternative perspectives, summarizing evidence, and generating creative recommendations that support problem-solving processes. This collaborative interaction enhances organizational adaptability and enables firms to respond more effectively to rapidly changing business environments (Hou et al., 2026; Jou & Kao, 2026).

Another important contribution of Generative AI concerns strategic decision support. Several studies report that AI systems assist managers in evaluating strategic alternatives, forecasting market developments, assessing business risks, and identifying emerging opportunities. The technology therefore functions not only as an operational support tool but also as a strategic partner capable of improving evidence-based managerial decisions. Such capabilities are particularly valuable in dynamic business environments characterized by uncertainty, information overload, and rapidly evolving customer preferences (Holmström & Carroll, 2025; Perifanis & Kitsios, 2023).

The synthesis also reveals that organizations possessing stronger knowledge management capabilities tend to realize greater benefits from Generative AI implementation. AI technologies generate substantial value only when organizations maintain high-quality data, effective knowledge-sharing practices, and learning-oriented organizational cultures. Consequently, organizational intelligence should be understood as the outcome of interactions between technological capabilities and organizational learning processes rather than the product of technology alone.

Overall, the reviewed literature positions Generative AI as a catalyst for organizational intelligence by strengthening knowledge creation, organizational learning, and strategic decision-making. These capabilities subsequently reinforce innovation processes and enhance organizational competitiveness within digitally transforming business environments.

4.3.4 Theme 4 – Human–AI Collaboration

Another major theme identified through the thematic synthesis concerns Human–AI Collaboration. Earlier discussions surrounding artificial intelligence frequently emphasized automation and the possibility of replacing human labor. However, the reviewed literature presents a markedly different perspective. Rather than replacing employees, Generative AI increasingly functions as a collaborative technology that augments human capabilities and supports knowledge-intensive work (Gabsi, 2024; Tyson & Zysman, 2022).

Most studies indicate that the greatest organizational benefits arise when human expertise and AI-generated intelligence complement one another. Generative AI excels at processing large volumes of information, generating alternative ideas, automating repetitive knowledge work, and providing analytical recommendations. Human employees, on the other hand, contribute contextual understanding, ethical reasoning, creativity, emotional intelligence, and strategic judgment. The combination of these complementary capabilities creates a collaborative working environment that enhances organizational effectiveness (Raisch & Fomina, 2025; Siaw & Ali, 2024).

The literature further suggests that the implementation of Generative AI requires substantial workforce transformation. Organizations increasingly invest in digital skills development, employee reskilling, and AI literacy programs to ensure that employees can effectively utilize AI-supported systems. Consequently, organizational learning extends beyond technological adoption toward the continuous development of human competencies capable of interacting with intelligent systems (Ersanlı et al., 2025; Pandit et al., 2024).

Several studies also emphasize the importance of organizational culture in facilitating successful Human–AI Collaboration. Firms characterized by open communication, continuous learning, and innovation-oriented leadership demonstrate higher levels of AI acceptance and more effective organizational integration. Conversely, organizations lacking supportive leadership or employee engagement frequently encounter resistance, uncertainty, and reduced trust toward AI-assisted decision-making (Montealegre-López, 2025).

Another recurring issue concerns changing managerial roles. Rather than acting solely as decision-makers, managers increasingly become facilitators who coordinate interactions between human expertise and AI-generated insights. Leadership therefore shifts from controlling technological systems toward managing organizational learning, ethical governance, and collaborative innovation processes.

The reviewed studies collectively suggest that the future of digital business innovation depends less on replacing human workers and more on creating productive partnerships between people and intelligent technologies. This shift from automation to augmentation represents one of the most significant transformations identified within the current literature.

4.3.5 Theme 5 – Responsible AI Governance

Responsible AI governance emerged as another dominant theme throughout the reviewed literature. As organizations increasingly rely on Generative AI for strategic decision-making, innovation management, and customer interactions, issues related to privacy, transparency, accountability, ethics, and regulatory compliance become central organizational concerns.

Several studies identify governance as a prerequisite for successful AI implementation rather than merely a regulatory obligation. Organizations implementing comprehensive governance mechanisms are better able to balance innovation opportunities with potential technological risks, including algorithmic bias, misinformation, cybersecurity vulnerabilities, intellectual property issues, and inappropriate data utilization (Ghosh et al., 2025; C. Sun, 2025).

Privacy protection represents one of the most frequently discussed governance issues. Because Generative AI systems often require access to large organizational datasets, firms must establish clear policies regarding data ownership, confidentiality, and responsible information

management. The reviewed studies consistently emphasize that inadequate privacy protection may undermine stakeholder trust and reduce organizational willingness to adopt AI technologies (Chen et al., 2025; Ye et al., 2024).

Transparency also emerges as a critical governance dimension. Organizations increasingly require explainable AI systems capable of providing understandable justifications for generated outputs and strategic recommendations. Transparent AI systems improve managerial confidence, facilitate regulatory compliance, and strengthen organizational accountability, particularly in high-stakes decision-making contexts (Kostopoulos et al., 2024).

The reviewed studies further indicate that ethical AI extends beyond technical algorithm design. Responsible AI implementation requires organizational policies addressing fairness, inclusiveness, employee participation, human oversight, and continuous monitoring of AI-generated decisions. Consequently, governance should be viewed as an organizational capability integrated into strategic management rather than an isolated compliance activity (Mkhize, 2025).

Overall, the literature demonstrates that responsible AI governance supports sustainable digital business innovation by ensuring that technological advancement is accompanied by ethical responsibility, organizational trust, and long-term stakeholder confidence.

4.3.6 Theme 6 – Business Performance and Sustainable Competitive Advantage

The final theme synthesizes the ultimate organizational outcomes associated with the implementation of Generative Artificial Intelligence. Across diverse organizational contexts, the reviewed studies consistently report that Generative AI contributes to improved business performance through enhanced innovation capability, organizational agility, operational efficiency, customer experience, and strategic decision-making (Fosso Wamba et al., 2025).

Competitive advantage emerges as one of the most frequently reported organizational outcomes. Firms adopting Generative AI strategically are better able to introduce innovative products and services, respond rapidly to changing market conditions, personalize customer experiences, and optimize organizational resources. These capabilities collectively strengthen organizational competitiveness in increasingly dynamic digital markets (Abou Elgheit, 2025; Holmström & Carroll, 2025).

The literature also emphasizes the relationship between Generative AI and organizational resilience. AI-supported knowledge generation, predictive analytics, and intelligent decision support enable organizations to anticipate environmental changes and respond more effectively to business disruptions. Such adaptive capabilities are particularly valuable in uncertain environments characterized by technological change and volatile customer demand.

Business sustainability represents another recurring outcome identified in the reviewed studies. Organizations implementing Generative AI responsibly can improve resource utilization, reduce operational inefficiencies, and support environmentally and socially responsible business practices. However, the literature consistently argues that sustainability depends on the integration of technological innovation with governance, human capability development, and long-term strategic planning (Salamzadeh et al., 2022; Shen & Badulescu, 2025).

An important finding emerging from the synthesis is that Generative AI rarely produces organizational performance directly. Instead, business performance results from a sequence of

interconnected organizational capabilities. AI strengthens knowledge management, innovation capability, digital transformation, and strategic decision-making, which subsequently improve organizational performance. This finding supports capability-based perspectives suggesting that technology generates value only when combined with complementary organizational resources (Nascimento & Zawislak, 2023).

Collectively, the reviewed studies demonstrate that sustainable competitive advantage is not achieved through AI adoption alone. Rather, organizations derive long-term value when Generative AI is embedded within broader organizational capabilities, responsible governance mechanisms, and collaborative human-centered innovation processes. This integrated perspective represents one of the principal theoretical contributions of the present review.

4.4 Cross-Study Discussion

The thematic synthesis presented in the previous section demonstrates that the contribution of Generative Artificial Intelligence (Generative AI) to digital business innovation extends beyond isolated technological applications. Instead, the reviewed studies collectively reveal an interconnected organizational process in which technological capability, organizational capability, knowledge creation, governance, and human collaboration jointly determine innovation outcomes. Rather than operating independently, the six identified themes interact dynamically to explain how organizations transform Generative AI into sustainable business value.

Table 4. Cross-study synthesis of Generative AI implementation in digital business innovation

Dimension		Evidence from the Literature	Organizational Outcome
Business Innovation		AI enables new products, services, business models, and process innovation	Innovation capability
Organizational Capability		Digital capability, dynamic capability, and organizational readiness facilitate AI implementation	Successful digital transformation
Organizational Intelligence		Knowledge creation, organizational learning, and AI-assisted decision-making	Strategic intelligence
Human-AI Collaboration		AI augments rather than replaces human expertise	Higher productivity and creativity
Responsible Governance	AI	Privacy, ethics, transparency, and trust support sustainable implementation	Organizational legitimacy
Business Performance		Integrated AI capability strengthens competitiveness and resilience	Sustainable competitive advantage

Table 4 illustrates that business value is generated through a sequence of interrelated organizational mechanisms rather than through technology adoption alone. The reviewed studies consistently indicate that organizations rarely achieve superior performance merely by implementing Generative AI. Instead, organizational outcomes emerge when AI capabilities are integrated with

complementary organizational resources, including digital infrastructure, managerial capability, knowledge management systems, and organizational learning processes.

The synthesis further suggests that business innovation functions as the primary mechanism through which Generative AI creates organizational value. Across the reviewed literature, AI enables firms to generate new ideas, redesign products and services, experiment with alternative business models, and improve operational processes. However, innovation does not occur automatically after AI adoption. Organizations require sufficient digital capability and strategic readiness to transform AI-generated insights into practical business innovations. Consequently, innovation capability serves as a mediating construct linking AI implementation with organizational performance.

Another important finding concerns the relationship between organizational capability and organizational intelligence. The reviewed studies consistently emphasize that Generative AI becomes valuable only when organizations possess the capacity to acquire, organize, and utilize knowledge effectively. AI-generated outputs require interpretation, validation, and integration into organizational decision-making processes. Therefore, organizational intelligence emerges from the interaction between technological capability and organizational learning rather than from AI technology itself.

The synthesis also demonstrates a significant shift in contemporary digital business research. Earlier digital transformation studies primarily emphasized technology adoption and information system implementation as drivers of organizational competitiveness. In contrast, recent Generative AI research increasingly focuses on organizational capability, human-centered innovation, and knowledge creation. This transition reflects a broader theoretical movement from technology-centric explanations toward capability-based perspectives of digital transformation.

Human–AI collaboration further strengthens this capability-oriented perspective. Instead of portraying AI as a replacement for human expertise, the reviewed studies consistently describe AI as an augmentation technology that enhances employee productivity, creativity, and analytical capability. Organizations capable of developing AI literacy, employee competencies, and collaborative work environments appear better positioned to realize the benefits of Generative AI. Consequently, organizational performance depends not only on technological sophistication but also on the quality of interactions between human expertise and AI-generated intelligence.

Responsible AI governance represents another cross-cutting mechanism that connects all identified themes. Privacy protection, transparency, ethical decision-making, and organizational accountability are no longer viewed as external regulatory concerns but as integral components of successful digital innovation. Several reviewed studies argue that organizations capable of embedding governance principles into AI implementation gain higher stakeholder trust and stronger long-term organizational legitimacy. This finding suggests that governance should be considered a strategic organizational capability rather than a compliance-oriented activity.

Collectively, the reviewed studies reveal that the relationship between Generative AI and business performance is indirect. The technology contributes to organizational competitiveness by strengthening innovation capability, organizational intelligence, and strategic decision-making while simultaneously requiring complementary organizational capabilities and governance mechanisms. This integrated interpretation explains why organizations implementing identical AI technologies often achieve substantially different innovation outcomes. The determining factors are organizational capability, human readiness, and governance maturity rather than technological adoption itself.

The cross-study synthesis therefore supports the argument that Generative AI should be conceptualized as an organizational capability enabler rather than merely as a digital technology. This perspective extends existing digital transformation literature by positioning Generative AI within broader organizational capability frameworks. Rather than replacing traditional theories of innovation and strategic management, Generative AI complements these perspectives by providing new mechanisms for knowledge generation, creativity augmentation, organizational learning, and business model transformation.

The synthesis also highlights an important conceptual progression within the reviewed literature. Initial studies concentrated on technological implementation and digital transformation, whereas more recent publications increasingly investigate capability development, organizational intelligence, responsible governance, and sustainable competitive advantage. This progression indicates that the field is gradually moving from an exploratory technological phase toward a more mature organizational and strategic research domain.

Overall, the cross-study discussion demonstrates that sustainable digital business innovation emerges from the interaction of six mutually reinforcing dimensions: business innovation, organizational capability, organizational intelligence, human–AI collaboration, responsible governance, and organizational performance. These dimensions collectively provide a comprehensive explanation of how organizations transform Generative AI from an emerging technology into a strategic organizational resource capable of generating long-term competitive advantage.

4.5 Research Trends, Research Gaps, and Future Research Directions

The systematic review demonstrates that research on Generative Artificial Intelligence (Generative AI) in digital business innovation has experienced remarkable growth over the last three years. This rapid increase in scholarly publications reflects the widespread diffusion of foundation models and large language models into organizational environments. As organizations increasingly recognize the strategic potential of Generative AI, research has gradually shifted from exploring technological possibilities toward investigating organizational capability, governance, and sustainable business value.

Table 5. Evolution of Research Themes

Period	Dominant Research Focus	Characteristics
Early Stage	Digital Transformation	AI discussed as an enabling digital technology supporting organizational digitalization.
Growth Stage	AI Adoption	Research focused on technology acceptance, implementation factors, and organizational readiness.
Expansion Stage	Business Innovation	Studies examined AI-driven innovation, business model redesign, and strategic value creation.
Current Stage	Organizational Capability	Emphasis shifted toward dynamic capability, organizational learning, and knowledge management.

Emerging Stage	Responsible AI and Sustainability	Recent studies increasingly investigate governance, ethics, human–AI collaboration, and sustainable competitive advantage.
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Table 5 illustrates the evolution of scholarly attention within the field. Early research primarily viewed Generative AI as another component of digital transformation initiatives. During this period, studies concentrated on organizational digitalization, technological infrastructure, and technology adoption. As practical applications became more widespread, research expanded toward understanding how AI contributes to business innovation, strategic management, and organizational competitiveness.

More recently, the literature has undergone another conceptual transition. Instead of focusing solely on AI implementation, researchers increasingly investigate organizational capability, knowledge management, governance mechanisms, and human-centered innovation. This evolution indicates that Generative AI is no longer perceived merely as an advanced technology but as a strategic organizational capability that influences multiple dimensions of business innovation.

Despite this rapid development, the review also reveals several important research gaps that require further investigation.

Table 6. Research Gaps and Future Research Opportunities

Research Gap	Current Situation	Future Research Opportunity
Empirical Evidence	Conceptual and review studies remain dominant, while longitudinal organizational evidence is limited.	Conduct longitudinal and multi-country empirical studies examining organizational impacts of Generative AI.
Geographical Coverage	Most empirical studies are conducted in developed economies, particularly China, Europe, and North America.	Investigate Generative AI implementation in emerging and developing economies.
Methodological Diversity	Quantitative surveys dominate empirical investigations, whereas mixed-method and case-study approaches remain limited.	Employ mixed-method, ethnographic, and multiple-case research designs to understand implementation processes.
Integrated Theoretical Models	Existing studies typically investigate isolated relationships rather than comprehensive organizational mechanisms.	Develop integrated frameworks linking AI capability, organizational capability, governance, innovation capability, and business performance.
Responsible AI Governance	Governance is often examined separately from innovation capability and business strategy.	Investigate governance mechanisms as strategic capabilities supporting

sustainable innovation.	digital	business
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The first gap concerns the limited availability of empirical evidence. Although the reviewed literature demonstrates considerable theoretical advancement, a substantial proportion of publications remain conceptual or review-based. Consequently, empirical validation of many proposed organizational frameworks remains limited. Future studies should therefore employ longitudinal research designs capable of examining how organizational capabilities evolve following the implementation of Generative AI over extended periods.

A second gap relates to the geographical concentration of existing research. The majority of empirical studies originate from developed economies, particularly China, several European countries, and North America. Comparatively few investigations examine the implementation of Generative AI within developing economies, despite their rapidly expanding digital ecosystems. Since institutional environments, digital infrastructure, and organizational resources vary considerably across countries, additional evidence from emerging economies would improve the external validity and generalizability of current knowledge.

Methodological diversity also represents an important area for future development. Most empirical investigations rely on cross-sectional survey designs, providing valuable insights into technology adoption and organizational perceptions. However, these approaches are often insufficient for capturing complex organizational change processes. Future research should therefore incorporate mixed-method approaches, longitudinal case studies, action research, and organizational ethnography to explore how Generative AI implementation evolves over time and how organizational capabilities are developed in practice.

Another significant gap concerns theoretical integration. Existing studies frequently investigate isolated constructs such as AI adoption, organizational readiness, innovation capability, or governance without explicitly connecting these concepts within a comprehensive organizational framework. As a result, the mechanisms through which Generative AI creates sustainable business value remain fragmented across the literature. Future studies should develop and empirically validate integrated theoretical models explaining the relationships among Generative AI capability, organizational capability, organizational intelligence, governance, innovation capability, and business performance.

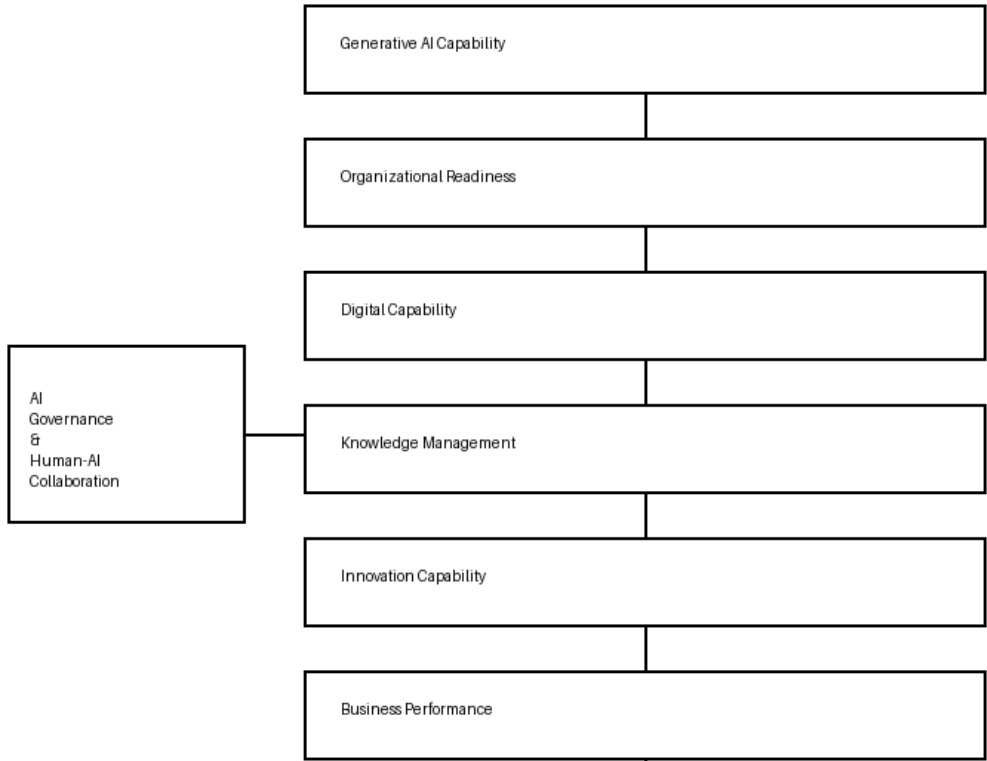
Finally, responsible AI governance represents one of the fastest-growing research areas. Although many recent publications discuss privacy, transparency, fairness, accountability, and ethical AI, governance is frequently treated as a separate regulatory issue rather than as an organizational capability that supports innovation. Future research should therefore investigate how governance mechanisms can simultaneously enhance organizational trust, innovation capability, regulatory compliance, and long-term business sustainability.

Collectively, these research gaps indicate that the field of Generative AI for digital business innovation remains in a dynamic stage of theoretical and empirical development. Future scholarship should move beyond technology adoption by investigating the organizational capabilities, governance structures, and human-centered innovation processes that enable firms to transform Generative AI into sustained competitive advantage.

4.6 Proposed Integrated Framework

The synthesis conducted throughout this review indicates that the relationship between Generative Artificial Intelligence and digital business innovation is neither direct nor linear. Instead, organizational value emerges through a sequence of interconnected capabilities that collectively transform technological resources into innovation outcomes. Based on the thematic synthesis and cross-study discussion, this study proposes an integrated conceptual framework illustrating how Generative AI contributes to sustainable digital business innovation.

Figure 2. Proposed Integrated Framework of Generative AI for Digital Business Innovation



As illustrated in Figure 2, Generative AI Capability serves as the initial technological resource that enables organizations to develop more advanced organizational competencies. However, AI capability alone is insufficient to generate superior organizational performance. The reviewed studies consistently demonstrate that successful implementation depends on the presence of organizational readiness, including digital infrastructure, leadership commitment, employee competencies, and organizational willingness to embrace technological change.

Once organizations possess adequate readiness, Generative AI strengthens digital capability by improving the integration of intelligent technologies into business processes. Enhanced digital capability subsequently supports more effective knowledge management, enabling organizations to acquire, generate, share, and apply knowledge more efficiently. This capability forms the basis of organizational intelligence, allowing managers to make evidence-based decisions, identify emerging opportunities, and respond rapidly to environmental changes.

Improved knowledge management contributes directly to innovation capability, where organizations leverage AI-generated insights to redesign products, services, business processes, and business models. Innovation capability therefore represents the primary mechanism through which Generative AI creates business value. Rather than functioning independently, innovation is reinforced by continuous organizational learning and strategic adaptation.

The framework further highlights the moderating role of AI Governance and Human–AI Collaboration. Responsible governance—including transparency, accountability, privacy protection, and ethical AI practices—ensures that innovation is implemented in a trustworthy and sustainable manner. Simultaneously, effective collaboration between human expertise and AI-generated intelligence enhances creativity, problem-solving, and strategic decision-making. These two elements operate across all stages of the framework, supporting the successful transformation of technological capability into organizational performance.

Ultimately, the framework proposes that organizational performance represents the cumulative outcome of interactions among Generative AI capability, organizational capability, knowledge management, innovation capability, governance, and human-centered collaboration. Competitive advantage therefore emerges not from technology adoption alone but from the organization's ability to integrate technological, managerial, and organizational resources into a coherent innovation strategy.

The proposed framework contributes to the digital business literature by providing an integrated explanation of how Generative AI creates organizational value. Rather than emphasizing isolated technological applications, the framework positions Generative AI as a strategic organizational capability embedded within broader processes of innovation, governance, and organizational transformation. Consequently, it offers both a theoretical foundation for future empirical research and practical guidance for organizations seeking to implement Generative AI as a driver of sustainable digital business innovation.

5. CONCLUSION

This systematic literature review examined the role of Generative Artificial Intelligence (Generative AI) in enabling digital business innovation by synthesizing evidence from 50 peer-reviewed journal articles published between 2024 and 2026. Using the PRISMA 2020 framework and thematic content analysis, the review identified six interrelated themes that explain how organizations transform Generative AI into strategic business value, namely Business Innovation, Organizational Capability, Organizational Intelligence, Human–AI Collaboration, Responsible AI Governance, and Business Performance.

The findings demonstrate that Generative AI should not be viewed merely as an advanced technological tool for automation. Instead, it functions as a strategic organizational capability that enhances innovation, supports knowledge creation, strengthens managerial decision-making, and facilitates digital transformation. The review further indicates that the organizational benefits of Generative AI are largely contingent upon complementary capabilities, including digital readiness, dynamic capability, organizational learning, and effective governance mechanisms. Consequently, successful digital business innovation depends not only on technological adoption but also on the

organization's ability to integrate Generative AI into broader managerial, organizational, and strategic processes.

This review provides several theoretical contributions to the digital business literature. First, it synthesizes fragmented research into an integrated conceptual understanding of how Generative AI contributes to digital business innovation. Second, the study proposes an integrated framework linking Generative AI capability, organizational readiness, knowledge management, innovation capability, governance, and organizational performance. This framework extends previous digital transformation studies by positioning Generative AI as an organizational capability enabler rather than merely a technological innovation. Third, the thematic synthesis highlights the evolving focus of the literature from technology adoption toward capability development, responsible governance, and sustainable business value creation.

From a practical perspective, the findings provide important implications for business leaders, innovation managers, entrepreneurs, and policymakers. Organizations intending to adopt Generative AI should prioritize investments in organizational capabilities, employee competencies, digital infrastructure, and responsible governance alongside technological implementation. Managers should recognize that sustainable competitive advantage is achieved not through AI deployment alone but through the effective integration of human expertise, organizational learning, and ethical AI practices. Similarly, policymakers may use the proposed framework as a reference for developing regulatory environments that encourage innovation while maintaining accountability, transparency, and public trust.

Despite these contributions, several limitations should be acknowledged. First, this review relied exclusively on articles indexed in the Scopus database, which may have excluded relevant studies published in other academic databases. Second, the review focused on publications between 2024 and 2026 to capture the rapid emergence of Generative AI research, meaning earlier studies on related AI technologies were outside the scope of this review. Third, although the thematic synthesis provides a comprehensive conceptual understanding, the proposed framework has not yet been empirically validated across different industries or geographical contexts.

Future research should therefore conduct longitudinal and multi-country empirical studies to examine the causal relationships among Generative AI capability, organizational capability, governance, innovation capability, and organizational performance. Comparative studies involving developed and emerging economies would also improve the generalizability of existing knowledge. Furthermore, future investigations should explore sector-specific applications of Generative AI, including public administration, healthcare, financial services, education, and manufacturing, while integrating responsible AI governance into broader digital business innovation frameworks. Such research would contribute to a deeper understanding of how organizations can leverage Generative AI to achieve sustainable innovation and long-term competitive advantage in an increasingly digital business environment.

Overall, this review confirms that Generative Artificial Intelligence represents a transformative force in contemporary digital business. However, its strategic value does not arise from technology alone. Rather, sustainable digital business innovation emerges through the interaction of technological capability, organizational capability, human expertise, and responsible governance. This integrated perspective provides a robust foundation for future research and offers practical

guidance for organizations seeking to harness the full potential of Generative AI in the digital economy.

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7. CONFLICT OF INTEREST

The authors declare no conflict of interest.

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