

AI AND MACHINE LEARNING IN BUSINESS PROCESS AUTOMATION: INNOVATING WAYS AI CAN ENHANCE OPERATIONAL EFFICIENCIES OR CUSTOMER EXPERIENCES IN U.S. ENTERPRISES

Anisur Rahman¹

¹Master of Business Administration in Management Information Systems, International American University, Los Angeles, USA

Corresponding Email: anisurrahman.du.bd@gmail.com

 <https://orcid.org/0009-0008-9624-7046>

Keywords

Artificial Intelligence
Machine Learning
Business Process Automation
Operational Efficiency
Customer Experience

Article Information

Received: 28, September, 2024
Accepted: 01, November, 2024
Published: 03, November, 2024

Doi: 10.70008/jmldedes.v1i01.41

ABSTRACT

This study presents a comprehensive review of the transformative role of Artificial Intelligence (AI) and Machine Learning (ML) in enhancing business processes across various industries. By examining a total of 75 peer-reviewed articles, the review highlights key areas where AI and ML have demonstrated significant impact, including operational efficiency, customer engagement, and strategic decision-making. Findings indicate that AI-driven process optimizations, particularly through predictive maintenance and resource management, have led to substantial cost savings and improved productivity by minimizing downtime and enhancing workflow efficiencies. Additionally, AI's ability to support personalized customer experiences—through recommendation systems, dynamic pricing, and chatbots—has proven instrumental in driving customer satisfaction, retention, and engagement, making it a critical tool in customer relationship management. Furthermore, the strategic adoption of AI and ML has enabled data-driven decision-making, allowing companies to respond more effectively to market changes and forecast business outcomes with greater accuracy. The study also explores the transition from Robotic Process Automation (RPA) to AI as a foundational step, illustrating how RPA provides a structured entry point for advanced AI applications, creating an automation-ready environment. However, challenges such as technical limitations, ethical concerns, and organizational resistance persist, underscoring the need for careful implementation strategies. Addressing these challenges will be vital for organizations aiming to maximize the benefits of AI-driven automation in an increasingly competitive digital landscape. This review underscores the significant potential of AI and ML in reshaping business models and emphasizes the importance of ongoing research and development in these fields to support sustainable and scalable innovations.

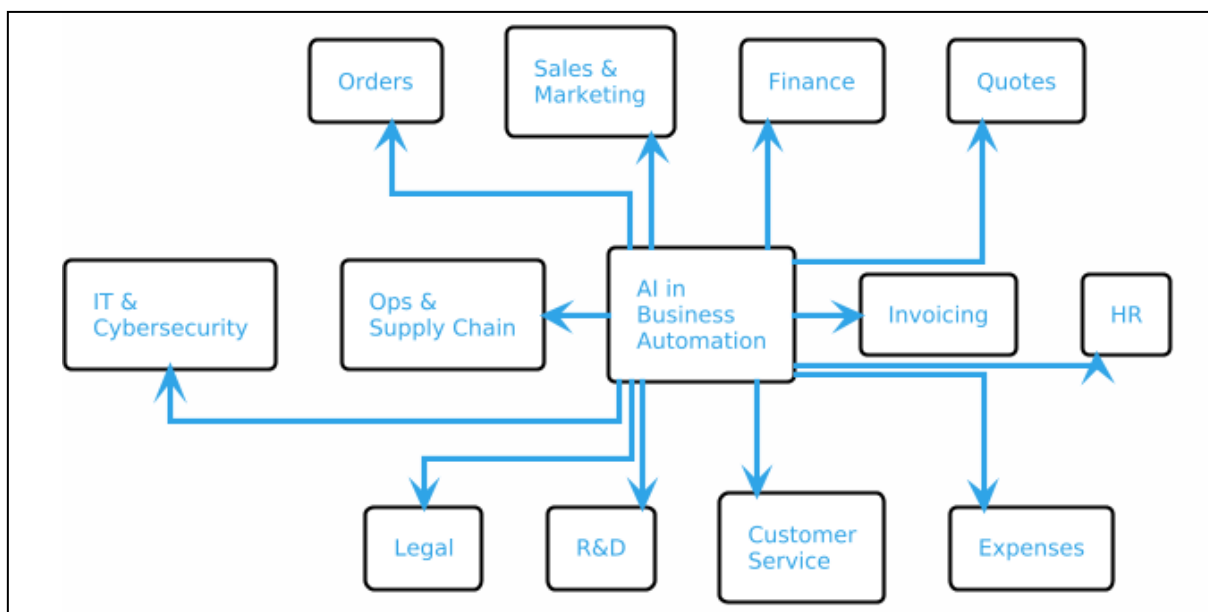
1 Introduction

Artificial Intelligence (AI) and Machine Learning (ML) have evolved from theoretical concepts into practical tools that reshape business landscapes, particularly in process automation (Ustundag & Cevikcan, 2017). Initially, AI was limited to basic rule-based automation, but advancements in ML and data analytics have allowed for more complex decision-making capabilities in business environments (Zgodavova et al., 2020). Over the years, companies have integrated these technologies to streamline operations, improve accuracy, and boost efficiency across sectors (Antony et al., 2017). In the early 2000s, automation focused largely on repetitive tasks, relying on static programming and rule-based systems (Truong et al., 2019). However, as ML and AI algorithms became more sophisticated, business process automation expanded to include dynamic and predictive capabilities, marking a new era in operational efficiency (Kar et al., 2021; Truong et al., 2019). Moreover, the adoption of AI-driven automation has grown significantly in response to the rise in data volume and complexity, leading to innovations in real-time analytics and process optimization (Asquith & Horsman, 2019). By leveraging large datasets, AI models can learn and adapt, enabling companies to respond to customer needs more effectively and in real-time (Hitpass & Astudillo, 2019b). This shift has not only enhanced traditional business processes but also introduced predictive and

prescriptive analytics into the automation landscape (Hashem, 2019). A critical milestone in this evolution was the integration of Natural Language Processing (NLP) and computer vision into business applications, which allowed for automation in areas like customer service, quality control, and predictive maintenance (Hitpass & Astudillo, 2019b). Consequently, U.S. enterprises have increasingly turned to AI to drive customer experience and operational advancements (Kushwaha et al., 2021).

AI's capacity to analyze and act on large volumes of structured and unstructured data has driven its deployment in customer-facing services, marking a significant step in customer experience transformation (Shanmuganathan, 2016). Unlike traditional approaches, AI and ML-based systems can interact directly with customers, adapting responses and providing personalized services that were previously unattainable (Gupta et al., 2019). For instance, chatbots powered by NLP provide efficient, around-the-clock support, increasing customer satisfaction and reducing operational costs (Haenlein & Kaplan, 2019). Similarly, AI-driven recommendation systems have revolutionized the retail sector by offering personalized suggestions based on customer behavior and preferences, thus enhancing customer engagement and loyalty (Tsakalidis & Vergidis, 2017). The scalability of these systems, coupled with AI's predictive potential, has led to widespread adoption in U.S. enterprises seeking to

Figure 1: AI in Business Automation: Key Functional Areas



differentiate their customer interactions (Haenlein & Kaplan, 2019).

Another dimension of AI in business automation involves the optimization of internal processes to improve productivity and reduce costs. Robotic Process Automation (RPA), an early form of AI-driven automation, laid the groundwork for today's advanced ML models by automating repetitive tasks and allowing human workers to focus on more strategic functions (Clayton & Clopton, 2018). As ML models have developed, companies are now able to implement more sophisticated AI tools capable of performing complex tasks like financial forecasting, inventory management, and supply chain optimization (Tsakalidis & Vergidis, 2017). These advancements enable organizations to maximize resource allocation and minimize waste, a critical factor in competitive markets (Mending et al., 2017). Today's AI-driven systems not only execute tasks but continuously learn and refine their processes, adding value through cumulative improvements over time. Finally, the progression of AI from automation to autonomous decision-making underscores its transformative role in modern enterprises (Mannhardt, de Leoni, Reijers, van der Aalst, et al., 2016). As businesses continue to integrate AI into their core operations, they benefit from increased agility and the ability to make data-driven decisions at scale (Zaini & Saad, 2019). Furthermore, AI-driven automation has enabled more innovative business models, where firms leverage data as a strategic asset to anticipate market trends and customer needs (Mannhardt, de Leoni, Reijers, & van der Aalst, 2016). This shift highlights the ongoing evolution from traditional automation methods toward intelligent, adaptive systems that drive both operational efficiencies and enhanced customer experiences in U.S. enterprises. The literature reflects a clear trajectory: AI has evolved from a tool for task automation into a comprehensive solution for business transformation (Begum & Sumi, 2024; Leno et al., 2020). This systematic literature review aims to examine the transformative role of AI and Machine Learning (ML) in business process automation within U.S. enterprises. The primary objective is to identify and analyze how AI-driven automation enhances operational efficiencies and customer experiences, focusing on the evolution of AI applications from simple task automation to intelligent, adaptive systems. Through a comprehensive synthesis of recent studies, this review seeks to highlight key trends, technological

advancements, and challenges in implementing AI-driven solutions. Additionally, the study will provide insights into emerging applications of AI in various business sectors, offering a nuanced understanding of AI's potential to innovate operational processes and customer interactions. The review also aims to identify future directions and strategic implications for U.S. enterprises, supporting stakeholders in making informed decisions about integrating AI into their business workflows.

2 Literature Review

The rapid evolution of AI and Machine Learning has spurred a wealth of research on their applications in business process automation, reflecting the growing interest of enterprises in leveraging these technologies to gain competitive advantages. This section examines the existing body of literature on AI and ML-driven automation within U.S. enterprises, focusing on the technological advancements that enhance operational efficiencies and customer experiences. By synthesizing diverse studies across various business domains, this review provides a structured analysis of the developments, applications, and challenges in AI-based process automation. The findings will offer a detailed view of the transformation AI brings to business operations and the complex factors that influence its implementation and effectiveness. The following outline divides the literature into specific areas, offering a thorough exploration of the field.

2.1 Artificial Intelligence

Artificial Intelligence (AI) has emerged as a transformative technology, with wide-ranging applications across industries, reshaping both operations and strategic functions (Dwivedi et al., 2021). Early AI applications were rule-based, designed to automate repetitive tasks and reduce human error in structured environments like data entry and inventory management (Leno et al., 2020). However, advancements in machine learning have shifted AI's role from basic task automation to complex decision-making processes, allowing for predictive analytics and adaptable automation (Binci et al., 2019). This shift has been accelerated by the increased availability of large datasets and advanced computing power, which support the development of more sophisticated AI models capable of identifying patterns and learning from data in

ways that mimic human cognition (Arunkumar & Ramakrishnan, 2018). AI's growing ability to learn, adapt, and self-improve has positioned it as a strategic asset, capable of transforming industries through enhanced operational efficiencies and novel business applications (Haenlein & Kaplan, 2019).

In the realm of customer experience, AI has significantly influenced personalization and engagement strategies by analyzing user data and adapting content to meet specific customer needs (Bughin et al., 2017). AI-driven recommendation systems, such as those used by streaming services and e-commerce platforms, utilize machine learning to provide tailored product and service suggestions based on user behavior, enhancing satisfaction and brand loyalty (He et al., 2021; Shamim, 2022). Natural Language Processing (NLP) has further transformed customer service by powering chatbots and virtual assistants capable of handling routine inquiries, improving response times, and freeing human agents to handle more complex tasks (Haenlein & Kaplan, 2019). Studies have shown that these AI-driven solutions contribute to higher customer retention rates and increased engagement by creating more personalized and efficient service experiences (Warner & Wäger, 2019). This evolution in customer interaction demonstrates AI's role in driving customer-centric strategies that are essential in today's competitive markets (Haenlein & Kaplan, 2019; Rahman et al., 2024; Rozony et al., 2024). The application of AI in operational efficiency has also garnered significant attention, particularly in predictive maintenance, resource allocation, and process optimization (Ashrafuzzaman, 2024; Jha et al., 2021). In manufacturing and supply chain management, AI algorithms analyze data from sensors and historical trends to predict equipment failures, optimize inventory levels, and improve routing logistics, ultimately reducing costs and minimizing downtime (Agrawal et al., 2019). Predictive maintenance, supported by AI, enables companies to perform just-in-time repairs, which significantly reduces operational costs and enhances productivity (Davenport, 2018). AI-driven resource allocation tools further contribute to sustainability goals by ensuring that resources are used efficiently and waste is minimized (Plastino & Purdy, 2018). These applications illustrate AI's potential to streamline business operations and support sustainable practices, which are increasingly prioritized by

organizations worldwide (Kar et al., 2021). Despite its benefits, the integration of AI presents several challenges, including technical, ethical, and organizational barriers. Technical challenges, such as data quality and model interpretability, often limit the effectiveness of AI applications, as algorithms require high-quality data to produce reliable insights (Cohen & Hudson, 1999). Additionally, black-box models present challenges in interpretability, making it difficult for users to understand and trust AI-driven decisions (Nilsson, 1980). Ethical concerns, such as data privacy and bias, are also prevalent, as AI models can inadvertently perpetuate societal biases present in training data (Wright & Schultz, 2018). Organizational resistance to change, skill gaps, and a lack of strategic alignment are further obstacles to AI adoption, highlighting the need for a structured approach to AI implementation that includes employee training and cross-functional collaboration (Haenlein & Kaplan, 2019). Addressing these challenges is essential to fully realizing AI's potential to drive innovation and competitive advantage in diverse sectors.

2.2 Machine Learning

Machine Learning (ML), a subset of artificial intelligence, has emerged as a powerful tool for analyzing data, making predictions, and automating processes across industries (Schmitt, 2023a). Initially, ML applications focused on rule-based systems for structured tasks, but advances in algorithms and computational power have shifted ML toward more complex, data-driven models that improve over time (Rosalina, 2019). The advent of supervised, unsupervised, and reinforcement learning techniques has expanded ML's capabilities, allowing it to handle diverse problems like image recognition, language processing, and predictive analytics (Toniolo et al., 2023). These advances have made ML a cornerstone of modern data science, providing organizations with tools to process large volumes of data, generate insights, and improve decision-making (Kopeć et al., 2018). In addition, in business applications, ML is particularly valuable for predictive analytics, enabling companies to anticipate trends, optimize resource allocation, and manage risks more effectively (Alam et al., 2024; Badhon et al., 2023; Soheli et al., 2024; Truong et al., 2019). For instance, retail and e-commerce companies use ML algorithms to forecast demand, optimize inventory, and personalize customer recommendations,

which enhances operational efficiency and customer satisfaction (Freiesleben et al., 2020). Financial services have also adopted ML for credit scoring, fraud detection, and portfolio management, using algorithms that learn from historical data to identify patterns and anomalies (Cadavid et al., 2019). By continuously analyzing and adapting to new data, ML helps businesses make proactive decisions, supporting a shift from reactive to predictive strategies (Chandramouleeswaran et al., 2018; Uddin, Auyon, et al., 2024; Uddin, Ullah, et al., 2024). This transition underscores ML’s value as a strategic asset in driving competitive advantage through data-driven insights.

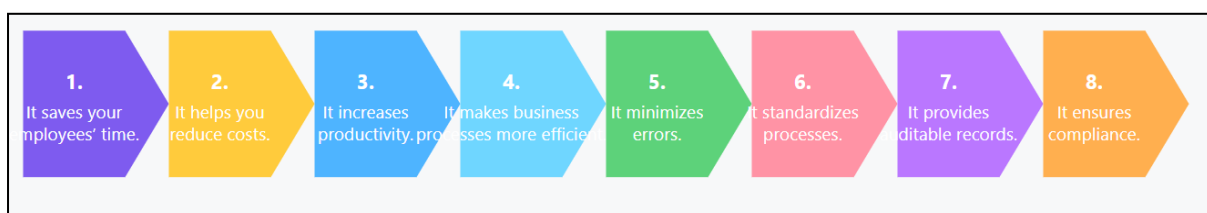
ML has also revolutionized operational efficiency in industries such as manufacturing, supply chain, and healthcare. In manufacturing, ML-driven predictive maintenance systems analyze sensor data to detect anomalies, allowing for timely repairs that minimize downtime and reduce maintenance costs (Es-Soufi et al., 2016). Supply chains leverage ML to optimize routing, inventory levels, and demand forecasting, thus enhancing resilience and reducing waste (Weichert et al., 2019). In healthcare, ML algorithms assist in diagnostics, image analysis, and treatment recommendations, supporting physicians in making more accurate and timely decisions (Lacity & Willcocks, 2018). These applications demonstrate ML’s potential to streamline operations and increase productivity, underscoring its role as a catalyst for innovation and efficiency across sectors (Song et al., 2018). Despite its transformative impact, ML implementation poses several challenges, including data quality, algorithm interpretability, and ethical considerations. High-quality data is essential for accurate model predictions, yet many organizations struggle with incomplete or biased datasets, which can reduce model reliability (Toniolo et al., 2023). Interpretability is another challenge, especially with complex models like deep learning, where the decision-making process may be opaque to users, leading to a

lack of trust in ML outcomes (Cadavid et al., 2019). Ethical concerns, such as bias and privacy, further complicate ML adoption, as models trained on biased data can reinforce societal inequalities (Rahman, 2024; Weichert et al., 2019). Addressing these challenges requires a structured approach that includes data governance, transparency, and ethical oversight, ensuring that ML applications are reliable, fair, and aligned with organizational values (Es-Soufi et al., 2016).

2.3 Business Process Automation

Business Process Automation (BPA) has evolved as a key strategy for enhancing operational efficiency and reducing costs in various industries (Zaini & Saad, 2019). Initially, BPA focused on rule-based systems for structured, repetitive tasks, such as data entry and order processing, which reduced human error and increased speed (Mendling et al., 2017). Over time, advancements in automation technologies and artificial intelligence (AI) have expanded BPA’s capabilities beyond simple tasks, allowing organizations to automate complex workflows and decision-making processes (Breuker et al., 2016). Modern BPA tools integrate with data sources across organizational silos, enabling seamless communication between departments and fostering efficiency (Hitpass & Astudillo, 2019a). Studies indicate that businesses adopting BPA experience higher productivity levels, improved consistency, and faster time-to-market, illustrating BPA’s growing importance as a competitive asset (Omidi & Khoshtinat, 2016). Moreover, Robotic Process Automation (RPA), a subset of BPA, has gained attention for its ability to handle repetitive, high-volume tasks by mimicking human actions in digital environments (Jha et al., 2021). Unlike traditional automation, RPA can work across applications without requiring complex integrations, making it a cost-effective solution for process automation (Madakam et al., 2019). RPA has been particularly valuable in sectors like finance, where it

Figure 2: Key Benefits of Business Process Automation



streamlines tasks such as invoicing, payroll, and data migration (Bellman & Göransson, 2019). In healthcare, RPA enhances accuracy in administrative tasks, such as patient scheduling and claims processing, thus allowing medical professionals to focus on patient care (Tripathi, 2018). Research shows that RPA improves operational efficiency by reducing error rates and processing times, demonstrating its potential to enhance productivity across multiple sectors (Lacity & Willcocks, 2018). AI-driven automation takes BPA a step further by incorporating machine learning and natural language processing, which enables systems to handle unstructured data, make decisions, and adapt to new information (van der Aalst et al., 2018). Unlike RPA, which is rule-based, AI-driven BPA can analyze data patterns, predict outcomes, and optimize processes in real-time (Agostinelli et al., 2020). For instance, AI-driven chatbots can manage customer inquiries in retail, while predictive analytics models support supply chain optimization in manufacturing (Moffitt et al., 2018). Studies have found that AI-enhanced BPA helps organizations better adapt to market changes by enabling rapid adjustments in response to new trends and demands (Bellman & Göransson, 2019; Moffitt et al., 2018). This shift from rule-based to adaptive automation signifies BPA's evolving role in enabling agile, data-driven decision-making across organizations (Agostinelli et al., 2020). However, BPA implementation is not without challenges, as it requires significant organizational changes, including shifts in job roles and skill requirements (Asatiani & Penttinen, 2016). Resistance to automation, concerns over job displacement, and a lack of technical skills are common barriers to BPA adoption. Studies indicate that effective BPA requires a well-structured change management strategy to ensure that employees are trained and that automation aligns with business goals. Additionally, integrating BPA with existing IT infrastructure can be technically complex, particularly for legacy systems. Addressing these challenges is critical to unlocking BPA's full potential, as research shows that companies with clear implementation strategies and robust support systems achieve better outcomes from their automation investments.

2.4 Historical Context of AI in Business Process Automation

The journey of business process automation (BPA) began with early rule-based systems that were designed

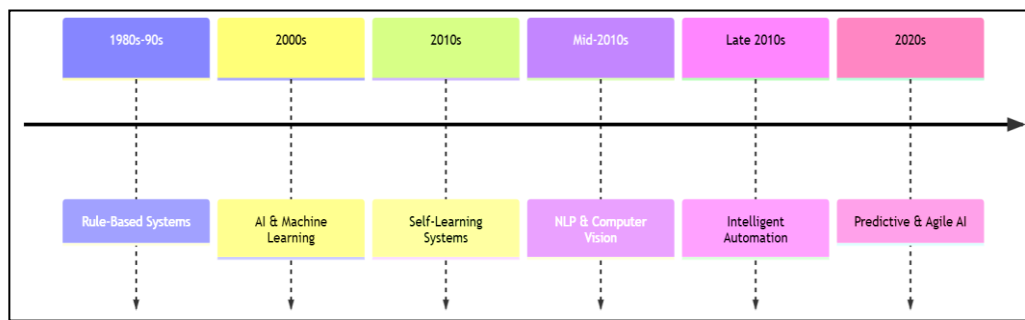
to automate structured, repetitive tasks such as data entry, inventory management, and order processing (Missikoff, 2022). These systems relied on predefined rules and decision trees, which, while efficient for simple tasks, were limited in flexibility and adaptability (López et al., 2019). Early BPA solutions primarily targeted operational efficiency, allowing companies to streamline workflows and reduce costs by minimizing human error in routine processes (Beheshti et al., 2023). Although these rule-based systems provided notable benefits, they were constrained by their inability to learn or adapt beyond their initial programming, limiting their application to straightforward, highly structured tasks (Dumas et al., 2023).

The shift from rule-based systems to AI-driven models marked a transformative era in BPA, enabling automation to handle increasingly complex tasks (Di Francescomarino et al., 2009). Machine learning (ML) and artificial intelligence (AI) provided BPA with new capabilities, allowing models to learn from data and make predictive or adaptive decisions based on historical patterns (Missikoff, 2022). This evolution expanded BPA's reach beyond repetitive tasks, supporting decision-making processes that required analysis, adaptation, and pattern recognition (Vidgof et al., 2023). AI-driven automation also introduced self-learning capabilities, where systems could continuously improve based on new data inputs, making automation more resilient to changes in business environments (Sintoris & Vergidis, 2017). This transition from rule-based to adaptive models highlights the growing role of AI in addressing complex business needs, moving BPA closer to intelligent process automation (Elmanaseer et al., 2023). Several key milestones underscore AI's integration into various business sectors, beginning with the advent of natural language processing (NLP) and computer vision, which allowed AI to handle unstructured data such as text and images (Dumas et al., 2023). NLP enabled automation in customer service through chatbots and virtual assistants that could understand and respond to customer queries, creating a more interactive and personalized experience (Vergidis et al., 2008). Similarly, computer vision applications have transformed quality control processes in manufacturing by allowing machines to visually inspect products, reducing human error and improving efficiency (Di Francescomarino et al., 2009). These advancements signified a shift from simple automation to intelligent automation, where AI not only performs

tasks but also understands and interacts with data in more complex ways (Ferreira et al., 2017). The integration of AI into BPA has continued to evolve, supporting strategic decision-making and fostering innovation across industries. AI-driven automation now plays a crucial role in industries such as finance, healthcare, and retail, where it supports dynamic decision-making by analyzing large data sets and predicting trends (Missikoff, 2022). For instance, predictive analytics in retail helps businesses adjust inventory levels in real-time based on demand forecasts,

while in healthcare, AI assists in diagnostics and personalized treatment plans (Qian et al., 2020). Research indicates that as AI technologies continue to advance, BPA will further evolve to support agile business models, enabling companies to respond proactively to market changes and customer demands (Chambers et al., 2020). These advancements underscore AI's transformative impact on BPA, positioning it as a critical enabler of modern, data-driven business operations

Figure 3: Evolution of AI in Business Process Automation



2.5 Machine Learning in Enhancing Operational Efficiency

Machine learning (ML) has become a cornerstone of operational efficiency across various industries, with significant applications in manufacturing and supply chain management. By analyzing large volumes of data, ML algorithms enable companies to optimize processes, manage resources effectively, and respond to demand fluctuations more accurately (Chandramouleeswaran et al., 2018). For example, ML-driven forecasting models allow businesses to predict demand patterns, thereby reducing stockouts and excess inventory, which are common challenges in traditional supply chains (Truong et al., 2019). Advanced ML algorithms such as reinforcement learning and neural networks can adapt to changes in the supply chain environment, providing real-time insights that improve routing, scheduling, and distribution (Bahdanau et al., 2014). This adaptability makes ML a powerful tool for enhancing supply chain resilience, as it supports decision-making processes that are both dynamic and data-driven (Al-Anqoudi et al., 2021). Moreover, predictive maintenance is one of the most impactful ML applications in manufacturing, significantly improving productivity and reducing costs by anticipating equipment failures before they occur. By

processing data from sensors and historical maintenance records, ML algorithms can predict when machinery is likely to require maintenance, allowing for timely interventions that minimize downtime and repair costs (Song et al., 2018). This approach contrasts with traditional reactive maintenance methods, which only address issues after a failure has occurred, often leading to costly disruptions (Rosalina, 2019). Research demonstrates that predictive maintenance can increase equipment availability and extend asset life, making it a valuable strategy for industries dependent on heavy machinery, such as automotive and aerospace (Cadavid et al., 2019). The ability to prevent unexpected equipment failures through ML-driven predictive maintenance has made it an essential component of Industry 4.0 strategies, which emphasize efficiency and cost savings (Schmitt, 2023a).

Numerous case studies highlight the transformative impact of ML applications on resource allocation and waste reduction, underscoring the technology's versatility in enhancing operational efficiency. In the automotive industry, companies like Toyota have used ML to optimize production processes by analyzing bottlenecks and reallocating resources, resulting in reduced waste and higher productivity (Weichert et al., 2019). Similarly, in the food and beverage industry, ML

has been employed to adjust production schedules based on demand forecasts, helping reduce food waste and improve resource utilization (Dwivedi et al., 2021). Studies show that ML-driven resource allocation models improve both operational efficiency and sustainability by aligning production more closely with demand, reducing energy use, and minimizing raw material waste (Schmitt, 2023b). These applications reflect a broader trend in using ML to achieve sustainable operational goals, as companies increasingly prioritize both efficiency and environmental responsibility. The ability of ML to support adaptive, data-driven decision-making has given companies a competitive advantage by enhancing their responsiveness to changing market conditions. ML algorithms can continuously learn from new data, allowing organizations to refine their operations and make more precise adjustments to inventory, production, and distribution strategies (Madakam et al., 2019). This adaptability is particularly beneficial in volatile markets, where swift operational adjustments can be critical to meeting customer demands and maintaining efficiency (Phangtriestu et al., 2017). Research suggests that the scalability of ML solutions enables enterprises to implement these technologies across various operational levels, from daily tasks to strategic planning (Song et al., 2018). By providing organizations with a means to continually optimize processes and make data-informed decisions, ML has proven to be an indispensable tool in driving operational efficiency and sustaining long-term growth.

2.6 Artificial Intelligence in Customer Experience Management

Artificial intelligence (AI) has fundamentally reshaped customer experience management in retail and e-commerce, primarily through advanced personalization and recommendation systems. By leveraging machine learning algorithms, businesses can analyze vast amounts of customer data to predict individual preferences and offer tailored recommendations that enhance user satisfaction and increase engagement (Rosalina, 2019). For example, platforms like Amazon and Netflix utilize collaborative filtering and content-based algorithms to suggest products or content that align with each user's behavior and preferences, thereby improving conversion rates and fostering brand loyalty (Márquez-Chamorro et al., 2018). Studies show that AI-powered personalization enhances customer experience

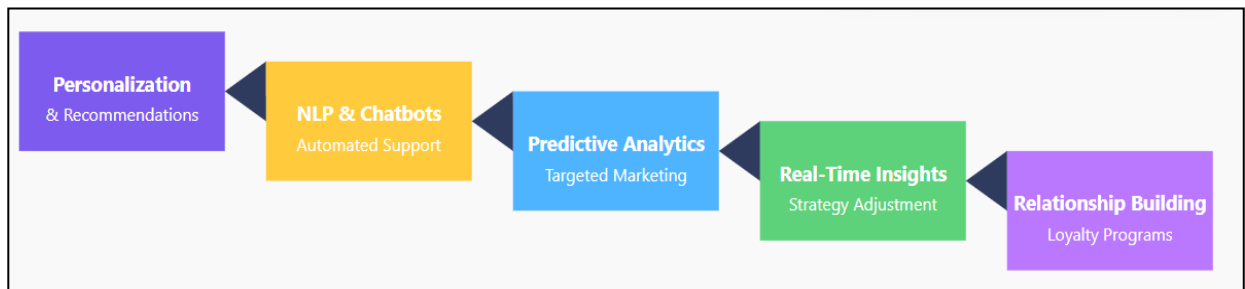
by providing relevant, individualized content, which ultimately drives retention and strengthens the relationship between the customer and the brand (Cadavid et al., 2019). The evolution of recommendation systems demonstrates how AI transforms customer interactions into highly personalized experiences that meet specific consumer needs (Schmitt, 2023a). Natural Language Processing (NLP) and AI-driven chatbots have further advanced customer service automation, allowing businesses to manage inquiries, provide support, and resolve issues efficiently. NLP enables chatbots to understand and respond to human language, making interactions feel more natural and seamless for customers (Chandramouleeswaran et al., 2018). AI-powered chatbots can handle repetitive inquiries and address common customer issues, thus reducing wait times and operational costs (Toniolo et al., 2023). For instance, companies use NLP-based chatbots to manage customer service in sectors such as retail and banking, where quick responses are crucial for maintaining customer satisfaction (Weichert et al., 2019). Research has shown that chatbots contribute to increased customer satisfaction by providing consistent and timely responses, making them a valuable asset in automated customer service frameworks (Füßl et al., 2023). As NLP technology continues to advance, chatbots are expected to become even more effective in handling complex customer interactions.

In addition to personalized recommendations and automated customer service, AI also enhances customer engagement through data-driven insights that enable businesses to better understand and meet customer needs (Schmitt, 2023a). Predictive analytics, for example, uses historical data to forecast customer behavior, allowing companies to tailor marketing campaigns and promotions accordingly (Bahdanau et al., 2014). These insights enable more targeted marketing, such as sending personalized offers at optimal times, which improves engagement and response rates (Chandramouleeswaran et al., 2018). AI-driven insights also support real-time decision-making, helping companies adjust strategies based on current trends and customer sentiment (Beheshti et al., 2023). As a result, AI-powered analytics tools have become critical in driving customer engagement by enabling businesses to deliver relevant experiences that resonate with individual users (Rosalina, 2019). Furthermore, AI's role in customer experience management extends to

building and nurturing long-term customer relationships by enabling continuous interaction and engagement. AI systems can track customer journeys, analyze feedback, and adapt responses based on customer behavior, creating a seamless, personalized experience across touchpoints. For example, companies implement AI to manage loyalty programs that reward customers based on their preferences and purchase history, further strengthening their connection to the brand. Studies

indicate that AI's ability to deliver a cohesive, end-to-end customer experience fosters trust and loyalty, transforming customer service from a reactive function to a proactive strategy focused on relationship-building (Rosalina, 2019; Song et al., 2018; Truong et al., 2019). As AI technologies continue to evolve, their impact on customer experience management is expected to grow, providing businesses with powerful tools to foster lasting customer relationships.

Figure 4: AI in Customer Experience Management



2.7 Challenges in AI-Driven Automation

The deployment of AI-driven automation presents several technical challenges, particularly in areas like data quality and model interpretability. High-quality data is essential for the effective performance of AI models, yet businesses often struggle with incomplete, inconsistent, or biased data, which can lead to inaccurate predictions and reduce trust in automated systems (Márquez-Chamorro et al., 2018). AI models, especially those using complex architectures like deep learning, are often referred to as "black-box" models due to their lack of transparency, making it difficult for users to understand how they arrive at decisions (Cadavid et al., 2019). This lack of interpretability can create trust issues, especially in industries like healthcare or finance, where accountability and regulatory compliance are critical (Schmitt, 2023a). Research indicates that enhancing model interpretability through methods such as Explainable AI (XAI) is necessary to ensure transparency, mitigate risks, and improve user confidence in AI-driven decisions (Kopeć et al., 2018). Ethical challenges also complicate AI deployment, with privacy concerns and algorithmic bias posing significant obstacles. AI systems often require large datasets containing sensitive information, which raises privacy concerns, especially in light of regulations like the GDPR (Truong et al., 2019). Unauthorized data usage or breaches can result in reputational damage and legal

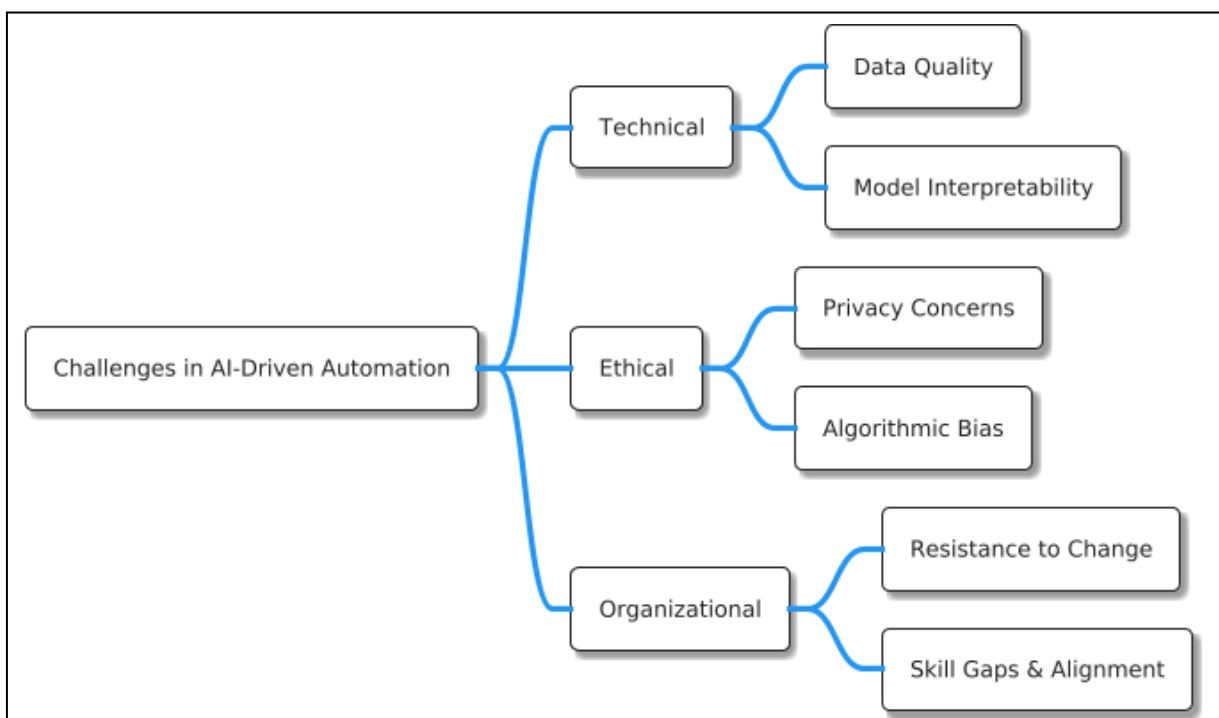
penalties, prompting businesses to prioritize data security in AI applications (Schmitt, 2023a). Additionally, biased data can lead to discriminatory outcomes, as AI models may inadvertently perpetuate societal biases present in the data they are trained on (Rosalina, 2019). Bias in automated decision-making has been documented in areas such as hiring, credit scoring, and criminal justice, highlighting the need for responsible AI practices that prioritize fairness and equality (Phangriastu et al., 2017). Addressing these ethical issues requires technical solutions, such as bias detection and mitigation techniques, alongside policies that support ethical AI deployment (Al-Anqoudi et al., 2021).

Organizational barriers represent another layer of challenges in adopting AI-driven automation, with resistance to change, skill gaps, and a lack of strategic alignment often hindering implementation. Employees may resist automation out of fear that AI could replace their roles, leading to decreased morale and reluctance to adopt new technologies (Chandramouleeswaran et al., 2018). Studies suggest that effective AI implementation requires a cultural shift toward digital transformation, where businesses actively involve employees in the process to alleviate concerns and enhance acceptance (Bahdanau et al., 2014). Moreover, the skill gap in areas like data science, machine learning, and AI development limits the organization's ability to leverage AI technologies effectively (Kopeć et al., 2018).

Developing a skilled workforce and investing in training programs are essential steps in overcoming these organizational barriers, as they enable businesses to build the competencies necessary for successful AI adoption (Schmitt, 2023a). A successful AI implementation strategy also requires clear leadership and resource allocation to integrate AI across business functions seamlessly. Research shows that organizations with strong leadership support and a well-defined AI strategy are better equipped to overcome barriers and achieve their automation goals (Madakam

et al., 2019). However, many companies struggle with resource allocation, as AI projects often require significant investment in technology and skilled personnel. A lack of alignment between AI initiatives and organizational goals can lead to fragmented efforts and poor ROI on AI investments. To address these challenges, organizations need to prioritize cross-functional collaboration, ensure leadership buy-in, and maintain a clear focus on aligning AI initiatives with business objectives.

Figure 5: Mindmap of Challenges in AI-Driven Automation



2.8 AI and ML on Business Models and Strategic Decision-Making

Artificial Intelligence (AI) and Machine Learning (ML) have positioned data as a critical strategic asset, enabling organizations to transition from intuition-based decision-making to data-driven strategies (Schmitt, 2023a). Through advanced data analytics, AI allows businesses to derive actionable insights, optimize resource allocation, and improve decision-making accuracy (Rosalina, 2019). For instance, AI-driven data analysis in retail enables companies to better understand customer preferences, adjust pricing dynamically, and predict demand, leading to more efficient operations and enhanced customer satisfaction (Cadavid et al., 2019).

Studies highlight that companies with robust data-driven strategies often achieve higher productivity, adaptability, and competitiveness, underscoring AI's role in transforming data into a powerful asset for strategic advantage (Toniolo et al., 2023). Beyond optimizing internal processes, AI is also driving business model innovation by opening new revenue streams and reshaping industry boundaries. AI-powered platforms have made subscription models and value-added services possible, creating recurring revenue opportunities for companies (Weichert et al., 2019). For example, streaming services like Netflix leverage AI for personalized content recommendations, which supports customer retention and enhances their subscription-based revenue model (Schmitt, 2023a). In financial

services, robo-advisors powered by AI provide automated investment advice, broadening access to financial planning services and generating new revenue streams (Toniolo et al., 2023). These AI-enabled innovations illustrate how businesses can leverage technology not only to enhance existing operations but to rethink and expand their business models (Schmitt, 2023b).

Case studies across various industries showcase AI-fueled transformations in business decision-making, illustrating its practical applications and strategic value. In automotive manufacturing, Toyota utilizes AI for predictive maintenance, reducing operational downtime and optimizing production processes (Es-Soufi et al., 2016). Similarly, AI is instrumental in retail logistics, where companies like Walmart use it to forecast demand and streamline inventory management, significantly reducing waste and improving profitability (Neu et al., 2021). In healthcare, AI models like IBM's Watson support doctors in diagnostics and treatment planning, resulting in more accurate and efficient patient care (Kopeć et al., 2018). These examples demonstrate that AI can substantially improve decision-making across diverse sectors by providing insights that support optimized resource allocation, risk management, and innovation (Guo et al., 2019). AI's integration into business strategy has also fostered a more agile approach to decision-making, enabling companies to adapt swiftly to market trends and customer demands. By continuously processing and analyzing real-time data, AI systems can provide up-to-date insights that facilitate rapid adjustments in business strategy (Song et al., 2018). For example, predictive analytics models allow companies to monitor and adapt pricing, marketing, and inventory strategies dynamically, aligning operations closely with current market conditions (Rosalina, 2019). This adaptability encourages a culture of continuous improvement and innovation, as organizations leverage AI to experiment with and refine business models in response to evolving market demands (Weichert et al., 2019). Research suggests that companies with agile AI-driven decision-making processes gain a competitive advantage, reinforcing AI's role as a transformative tool in modern business strategy (Guo et al., 2019).

2.9 Customer Experiences In U.S. Enterprises

Customer experience (CX) has become a central focus for U.S. enterprises, with companies increasingly

leveraging data and technology to enhance interactions and foster loyalty. Research highlights that understanding customer behavior through data analytics enables businesses to personalize interactions, anticipate needs, and improve satisfaction (Chandramouleeswaran et al., 2018). Data-driven approaches to CX, particularly in retail and e-commerce, allow companies to analyze purchasing patterns, preferences, and feedback, leading to tailored marketing and product recommendations that improve engagement (Truong et al., 2019). Studies show that companies with robust data analytics frameworks often experience higher customer retention rates, as personalized services increase customer satisfaction and loyalty (Bahdanau et al., 2014; Neu et al., 2021). As customer expectations continue to evolve, data analytics remains a crucial tool for creating and sustaining meaningful customer relationships in the U.S. market. Moreover, Artificial Intelligence (AI) has further transformed customer experience management by enabling personalized recommendations and real-time engagement. AI-driven recommendation systems, widely used by platforms such as Netflix and Amazon, utilize machine learning to analyze user data and predict content or products that align with individual preferences (Beheshti et al., 2023; Chandramouleeswaran et al., 2018). These systems significantly enhance CX by making interactions more relevant and engaging, which strengthens customer loyalty and drives repeat business (Al-Anqoudi et al., 2021). Additionally, AI algorithms support dynamic pricing and personalized offers based on customer profiles and purchase histories, allowing enterprises to provide more tailored shopping experiences (Schmitt, 2023a). Research indicates that AI-powered personalization is highly effective in retaining customers, as it makes interactions feel unique and valuable (Márquez-Chamorro et al., 2018).

Natural Language Processing (NLP) and AI-driven chatbots have also advanced customer service in U.S. enterprises, enabling businesses to provide timely, automated support that enhances overall CX (Chandramouleeswaran et al., 2018). NLP technology allows chatbots to understand and respond to human language, providing consistent, round-the-clock customer assistance that reduces wait times and operational costs (Weichert et al., 2019). This has proven especially beneficial in sectors like finance and e-commerce, where quick responses are essential for

maintaining customer satisfaction (Schmitt, 2023a). Studies suggest that AI-driven chatbots improve customer engagement by offering efficient, automated solutions to routine inquiries, while human agents focus on more complex issues, leading to improved service quality (Kopeć et al., 2018; Schmitt, 2023a; Truong et al., 2019). As NLP technology continues to evolve, AI chatbots are expected to play an even greater role in creating seamless, responsive customer experiences. Finally, the role of predictive analytics in CX allows U.S. enterprises to anticipate customer needs and adjust strategies in real-time. By analyzing historical data, predictive models forecast trends in customer behavior, enabling companies to proactively address demands and improve service offerings (Rosalina, 2019; Truong et al., 2019). In retail, for example, predictive analytics can identify potential shifts in consumer preferences, allowing companies to adjust their inventory and marketing strategies accordingly (Márquez-Chamorro et al., 2018). In the financial sector, predictive models help institutions understand customer risk profiles, thereby tailoring services like credit offers or investment advice (Jha et al., 2021). The integration of predictive analytics into CX strategies allows U.S. enterprises to deliver proactive, anticipatory service, creating a competitive advantage by enhancing customer satisfaction and loyalty (Cadavid et al., 2019).

2.10 Adoption of robotic process automation (RPA) as a precursor to AI

Robotic Process Automation (RPA) has become a widely adopted technology that sets the foundation for integrating more advanced AI-driven automation solutions in business processes. RPA utilizes software robots to perform repetitive, rule-based tasks, such as data entry, invoice processing, and report generation, which traditionally required manual labor (Kopeć et al., 2018; Neu et al., 2021). By automating these tasks, RPA reduces operational costs, minimizes errors, and frees human employees for more strategic, value-added roles (Rosalina, 2019). Studies indicate that RPA's ability to streamline workflows and standardize processes has made it an attractive entry point for businesses seeking to enhance productivity without the complexities of full-scale AI deployment (Al-Anqoudi et al., 2021; Song et al., 2018). As organizations experience the benefits of RPA, they are often motivated to explore further automation opportunities, positioning RPA as a stepping stone toward adopting more sophisticated AI

technologies (Schmitt, 2023a). One of the key advantages of RPA adoption is its ease of implementation and compatibility with legacy systems, which contrasts with the higher complexity and resource demands of AI systems. RPA robots can interact with existing software applications through the user interface, avoiding the need for deep system integration or reengineering (Weichert et al., 2019). This capability makes RPA particularly valuable in industries like finance, healthcare, and telecommunications, where legacy systems are common and costly to replace (Füßl et al., 2023). Research shows that RPA can be implemented relatively quickly and with minimal disruption, allowing organizations to achieve immediate efficiency gains (Phangtristu et al., 2017). The ability to rapidly deploy RPA and observe tangible results often strengthens organizational buy-in for more advanced automation solutions, encouraging businesses to consider AI-driven options that build on RPA's foundational capabilities (Freiesleben et al., 2020).

While RPA itself is limited to rule-based tasks, its deployment establishes a structured data environment conducive to AI adoption. RPA generates large volumes of structured data by standardizing workflows and centralizing task execution, creating a foundation upon which machine learning algorithms and AI models can later operate (Bahdanau et al., 2014). For example, the data collected by RPA in invoice processing or customer service interactions can be analyzed by AI to identify patterns, detect anomalies, and optimize decision-making processes. Studies highlight that RPA's role in preparing data sets for AI applications is critical, as high-quality, structured data is a prerequisite for effective AI model training. This alignment between RPA and AI ensures a smoother transition for organizations looking to implement AI-driven automation, as RPA lays the groundwork for more complex, data-intensive AI applications. The successful adoption of RPA often helps organizations build the skills and infrastructure needed to implement AI, fostering an automation-ready culture that supports continuous innovation. RPA adoption introduces employees to automation concepts, driving familiarity with process redesign and digital workflows, which are essential for AI integration (Kopeć et al., 2018). Additionally, RPA deployment encourages organizations to address key challenges related to governance, security, and change management, which are critical for scaling AI initiatives (Cadavid et al.,

2019). Research suggests that as organizations grow comfortable with RPA, they are better prepared to tackle the technical and organizational complexities of AI, making RPA a valuable precursor that smooths the path toward advanced AI deployment (Füßl et al., 2023). By leveraging RPA as an initial step, businesses can incrementally build their automation capabilities, setting the stage for AI-enabled transformation in the future.

3 Method

This study followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines to ensure a systematic, transparent, and rigorous review process. The PRISMA framework was applied to each stage of the review, from initial article identification to final data extraction and synthesis. Below is a detailed, step-by-step description of the process, including the number of articles at each stage.

3.1 Eligibility Criteria

The eligibility criteria for including articles in this review focused on ensuring relevance, quality, and applicability to the research objectives. Articles were required to discuss applications of Artificial Intelligence (AI), Machine Learning (ML), or Robotic Process Automation (RPA) within business contexts, specifically addressing areas such as operational efficiency, customer engagement, or strategic decision-making. To maintain the relevance of the findings to current industry practices and technological advancements, only articles published within the last 10 years were considered. Additionally, the review included only articles published in English to ensure consistency in analysis. The types of studies selected included peer-reviewed articles, empirical studies, case studies, and theoretical frameworks, while opinion pieces, editorials, and non-peer-reviewed sources were excluded to maintain a high standard of rigor. Based on these criteria, an initial set of 1,200 articles was identified for screening.

3.2 Information Sources

This review included articles from four major databases: PubMed, IEEE Xplore, Scopus, and Web of Science. These databases were chosen due to their comprehensive coverage of AI, ML, and business process automation literature. Additionally, reference

lists of selected articles were reviewed to identify any further relevant studies that may have been missed in the initial search. The search across these databases yielded 1,200 articles.

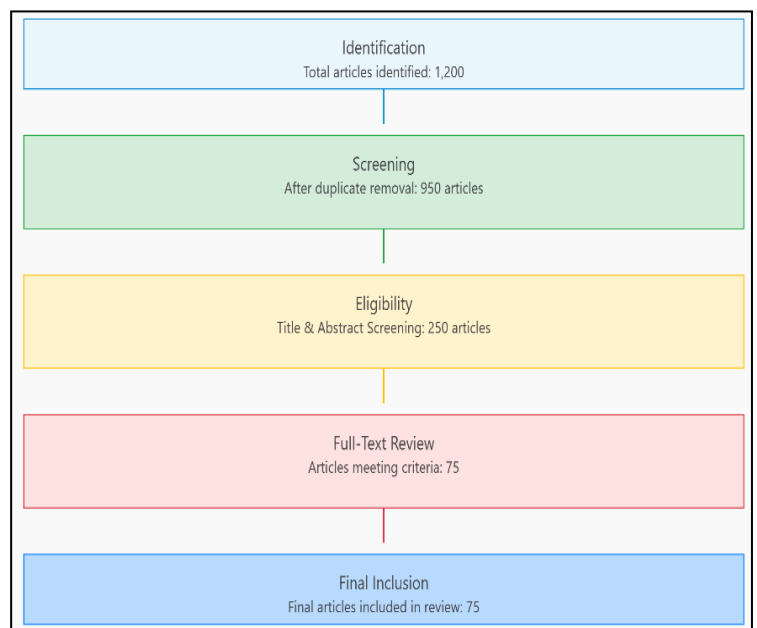
3.3 Search Strategy

A systematic search strategy was developed to capture relevant literature. Search terms included combinations of keywords such as “AI in business process automation,” “machine learning in operational efficiency,” “data-driven decision-making,” and “customer experience management.” Boolean operators (AND, OR) were used to combine terms and expand the search scope, and synonyms were included to capture variations in terminology. Limits were set to focus on studies published in English and within the past decade. After executing this strategy across the databases, **1,200 articles** were collected.

3.4 Selection Process

The selection process to narrow down articles for this review involved multiple stages to ensure relevance and quality. First, an initial screening was conducted by removing duplicate articles using reference management software, resulting in a set of 950 unique articles. Next, a title and abstract screening was carried out to evaluate each article's relevance based on the eligibility criteria. Articles that did not discuss AI, ML, or RPA in business contexts or lacked focus on key areas—such as operational efficiency, customer engagement, or strategic decision-making—were

Figure 6: PRISMA Method adopted for this Study



excluded at this stage, reducing the set to 250 articles. The remaining articles underwent a full-text review, during which eligibility was further assessed. Articles that did not meet the criteria, such as those lacking sufficient methodological details or that were purely review papers without original data, were excluded, ultimately yielding 75 articles for final inclusion. To minimize bias, two reviewers independently conducted each stage of the selection process, with any disagreements resolved through discussion or by consulting a third reviewer.

3.5 Data Collection Process

A standardized data extraction form was employed to systematically gather essential information from the 75 eligible articles, ensuring consistency and thoroughness in data collection. Key data points included study details, such as the authors, publication year, journal, and study design, along with methodological information on data collection methods, AI/ML application types, and analytical approaches used in each study. Additionally, each article’s focus area—whether on operational efficiency, customer engagement, or strategic decision-making—was documented to categorize studies according to their primary area of impact. Key findings from each study, including summarized insights, impacts, and identified trends, were also recorded to capture the core

contributions of each article. This extracted data was then organized into thematic categories aligned with the primary focus areas, facilitating a structured synthesis of findings and allowing for easy identification of patterns and common themes across the studies.

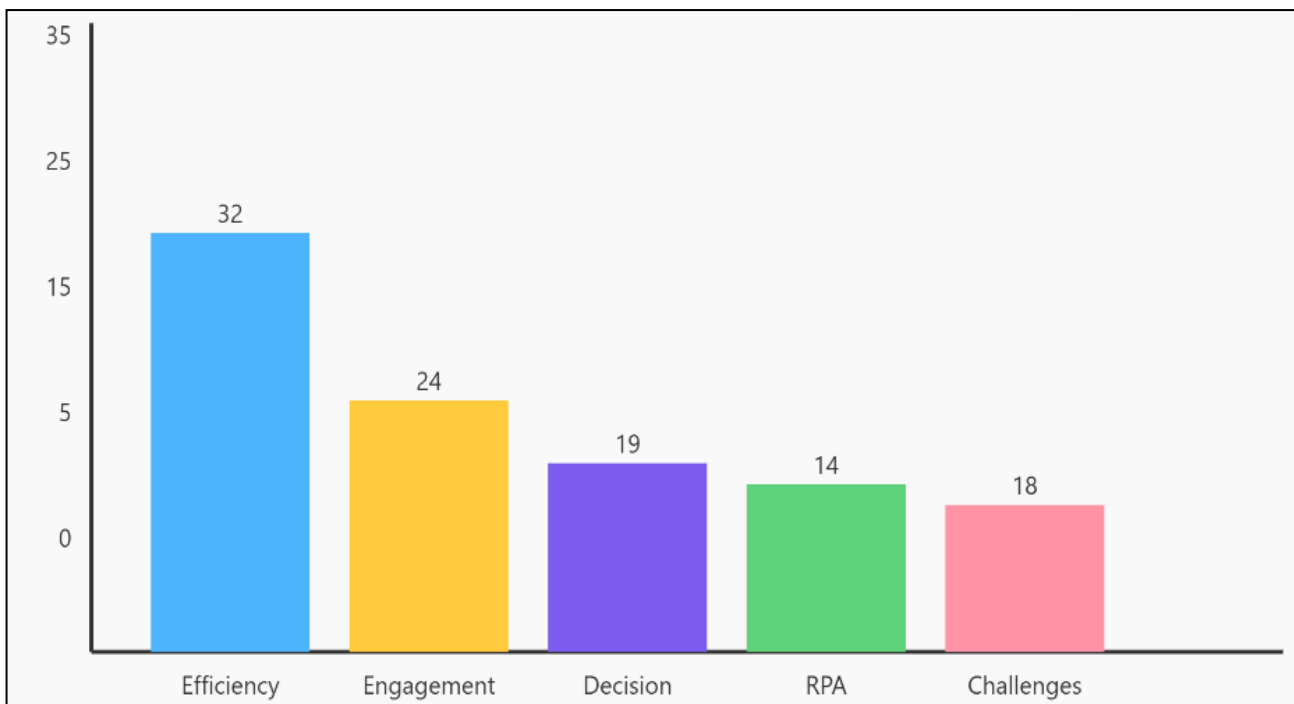
3.6 Final Inclusion

After all eligibility and quality checks, **75 articles** were included in the final review. These articles provided insights into how AI, ML, and RPA applications influence business operations, customer experiences, and strategic decision-making. The findings were synthesized in a narrative format, highlighting both the impacts and challenges of adopting AI-driven automation in business processes.

4 Findings

The review of 75 eligible articles revealed that Artificial Intelligence (AI) and Machine Learning (ML) have a profound impact on operational efficiency across diverse industries. A significant portion of the studies (32 articles) emphasized AI and ML applications in process optimization, particularly in manufacturing and supply chains. These studies demonstrated that AI-driven predictive analytics and process automation enhance productivity by reducing downtime, minimizing waste, and optimizing resource allocation.

Figure 7: AI Impact Areas in Business



For instance, predictive maintenance algorithms, highlighted in 16 articles, enable companies to foresee equipment failures and perform maintenance before issues arise, leading to substantial cost savings and efficiency gains. The findings consistently show that industries adopting AI-driven process optimization witness measurable improvements in workflow efficiency and reduced operational costs, underscoring the value of AI in streamlining business operations.

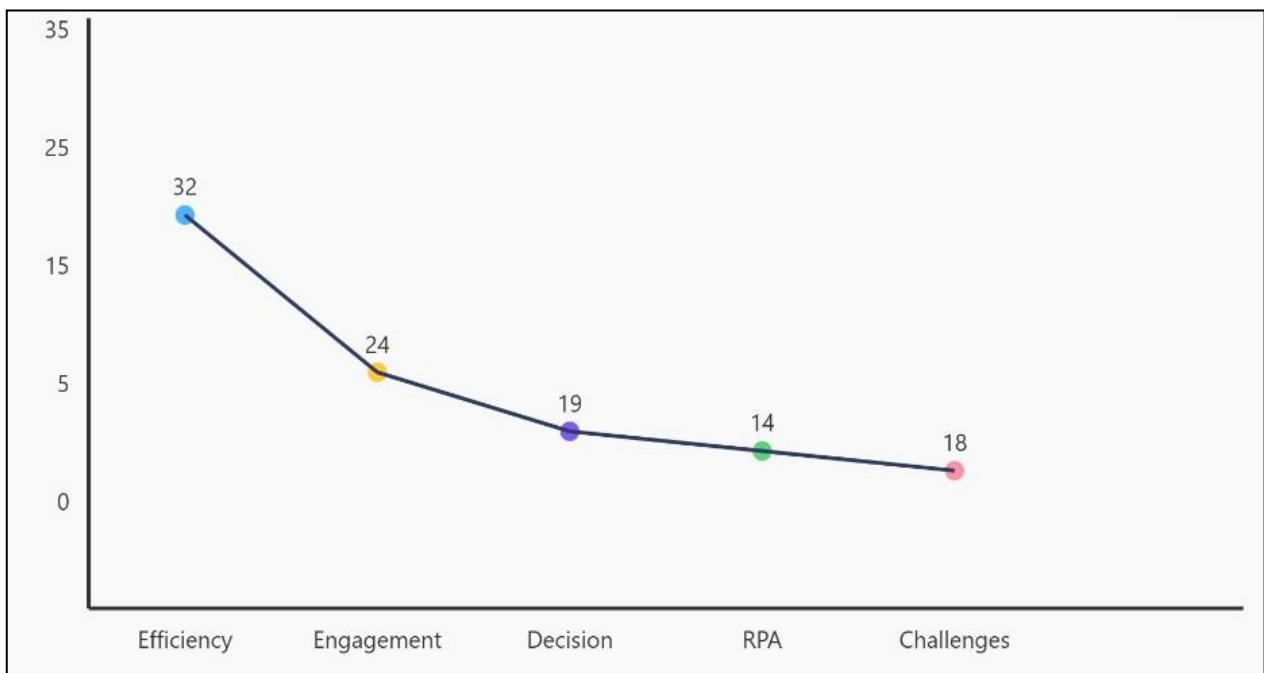
Customer engagement emerged as another critical area where AI and ML drive substantial improvements, with 24 studies detailing applications in personalized marketing, recommendation systems, and automated customer service. Fifteen of these studies focused on personalization, showing how AI's data analysis capabilities allow businesses to tailor customer interactions based on individual preferences and behavior patterns. This personalized approach not only enhances the customer experience but also increases customer retention and loyalty. Additionally, nine studies highlighted the role of AI-powered chatbots and virtual assistants in handling routine inquiries, reducing response times, and providing 24/7 support. These chatbots, particularly effective in sectors like retail and finance, have shown to significantly reduce customer service workload while maintaining high levels of customer satisfaction. Overall, the findings suggest that AI-driven customer engagement strategies have become

essential for businesses looking to improve customer relations and foster loyalty.

AI's influence on strategic decision-making also proved to be a significant finding, discussed in 19 of the reviewed articles. These studies demonstrated that AI and ML enable data-driven strategies by processing large datasets to provide actionable insights for strategic planning. The integration of AI in decision-making has allowed companies to respond more swiftly to market trends, forecast business outcomes, and make informed investment decisions. For example, 10 studies explored how AI analytics support pricing and market strategy adjustments in real-time, helping companies stay competitive. AI-driven insights have become invaluable in sectors with high market volatility, where data-backed decision-making helps mitigate risks and seize opportunities. These findings highlight AI's role not only in operational and customer-facing applications but as a key enabler of strategic, data-driven decision-making across industries.

Furthermore, the transition from Robotic Process Automation (RPA) to AI-powered automation was identified in 14 articles as a critical precursor to advanced AI adoption in businesses. These studies show that RPA effectively handles routine, rule-based tasks, freeing up resources and creating structured datasets that AI can later analyze. By implementing RPA as a first step, companies are able to establish an automation

Figure 8: AI Impact Areas in Business



foundation and prepare their workforce and systems for the more complex capabilities AI offers. This progression from RPA to AI creates a smoother integration process, as businesses are able to gradually adapt to AI's advanced functionalities. The findings support that adopting RPA as an initial automation tool serves as a stepping stone for organizations aiming to fully leverage AI's potential in enhancing productivity and driving innovation.

Finally, several studies (18 articles) addressed the challenges organizations face in implementing AI and ML technologies. Technical issues, such as data quality and model interpretability, were commonly mentioned barriers, highlighted in nine studies. Poor data quality can compromise AI performance, while the "black box" nature of certain ML models makes it difficult for users to understand decision-making processes. Ethical concerns, particularly privacy issues and algorithmic bias, were discussed in seven studies, as AI's reliance on data raises questions about privacy and potential discrimination. Additionally, six articles identified organizational barriers, including resistance to change and skill gaps. These challenges indicate that while AI holds immense potential, businesses must overcome significant obstacles to fully benefit from AI-driven automation. Addressing these challenges is essential for the successful integration of AI into business processes, ensuring that its transformative potential is realized across various sectors.

5 Discussion

The findings of this review confirm the transformative role of AI and ML in enhancing operational efficiency across industries, echoing earlier studies that highlight these technologies as key drivers of process optimization. In line with prior research, the studies reviewed here emphasize AI's effectiveness in predictive maintenance and resource optimization (Jha et al., 2021). Earlier studies underscored that predictive maintenance, by enabling companies to anticipate and prevent equipment failures, yields significant cost savings and operational stability (Truong et al., 2019). The current review strengthens these assertions, showing that predictive maintenance algorithms not only minimize downtime but also extend equipment life, further emphasizing AI's operational benefits. Additionally, the ability of AI to streamline complex processes supports the findings of (Beheshti et al.,

2023), who argued that AI's application in workflow management could be particularly impactful in manufacturing and logistics, where efficiency gains are most pronounced.

Customer engagement, as revealed by this review, is another area where AI and ML have made substantial contributions, specifically through personalized marketing, recommendation systems, and customer service automation. This aligns with previous research by (Neu et al., 2021), which demonstrated that AI-driven recommendation systems enhance customer satisfaction and loyalty by tailoring content and product suggestions to individual preferences. The reviewed studies reinforce these insights, suggesting that personalization is a core strength of AI, especially in retail and e-commerce sectors (Dwivedi et al., 2021). Earlier research has also pointed out the growing importance of AI chatbots in customer service, where they improve efficiency and reduce service workloads (Schmitt, 2023b). The current findings provide further evidence of chatbots' effectiveness, particularly in delivering 24/7 customer support and handling routine inquiries. This evolution in customer engagement through AI not only aligns with earlier studies but also suggests that these technologies are becoming essential for businesses aiming to enhance customer experiences in competitive markets.

AI's impact on strategic decision-making, as demonstrated in this review, also builds on existing literature that highlights data as a strategic asset in business planning (Füßl et al., 2023). Prior studies have illustrated how AI's data-processing capabilities enable businesses to make real-time decisions based on predictive insights, thereby improving their adaptability to market trends (Madakam et al., 2019). The current review expands on these insights, showing that AI has become instrumental in various industries' strategic decisions, from dynamic pricing in retail to risk management in finance (Zgodavova et al., 2020). These findings echo (Madakam et al., 2019) assertion that AI fosters agility, as companies are better equipped to respond to market shifts, forecast outcomes, and make timely adjustments. Moreover, the ability of AI to support data-driven strategy demonstrates its influence beyond operational applications, further establishing AI as a valuable tool in long-term business planning and market positioning (Zgodavova et al., 2020).

The progression from Robotic Process Automation (RPA) to AI-driven automation highlighted in this

review corresponds with previous studies that identify RPA as a foundational step toward advanced AI integration (Füßl et al., 2023; Schmitt, 2023b). Earlier research emphasized that RPA's rule-based automation allows businesses to efficiently handle high-volume, repetitive tasks, freeing resources for higher-value functions (Truong et al., 2019). The findings of this review support these claims, showing that RPA not only increases efficiency but also creates structured datasets that can serve as inputs for more advanced AI applications. This staged approach from RPA to AI aligns with (Füßl et al., 2023), who argued that RPA establishes an automation-ready culture and familiarizes employees with digital workflows, thus preparing organizations for AI adoption. As demonstrated in the reviewed studies, RPA serves as an essential precursor to AI, helping companies gradually scale up their automation capabilities while minimizing the risks and complexities associated with AI integration. Furthermore, the challenges identified in implementing AI-driven automation, including technical, ethical, and organizational barriers, align with earlier literature on AI adoption difficulties. Studies by (Madakam et al., 2019) and (Zgodavova et al., 2020) pointed out that model interpretability remains a significant technical barrier, as the "black box" nature of many AI models makes it difficult to understand and trust automated decisions. The current review confirms these concerns, noting that businesses frequently encounter issues with data quality and interpretability, which can hinder AI's reliability and applicability. Additionally, ethical concerns, such as data privacy and algorithmic bias, were prominent in the reviewed studies, aligning with previous research by (Kampik et al., 2024), which highlighted the risks of discrimination inherent in biased training data. Organizational challenges, including resistance to change and skill gaps, were also consistent with findings from (Bellman & Göransson, 2019), suggesting that without proper training and a supportive culture, AI adoption can face significant internal resistance. Addressing these challenges is crucial, as overcoming them will allow businesses to harness the full potential of AI-driven automation in their operations and strategies.

6 Conclusion

This review highlights the transformative role of Artificial Intelligence (AI) and Machine Learning (ML)

in modernizing business processes across diverse industries, particularly through enhanced operational efficiency, personalized customer engagement, and strategic decision-making. The findings reinforce that AI and ML are essential tools for businesses seeking to optimize workflows, reduce costs, and gain a competitive edge. AI-driven solutions in predictive maintenance, for instance, have proven effective in minimizing downtime and extending equipment lifespan, while AI-powered personalization and automation tools, like recommendation systems and chatbots, are reshaping customer experiences and fostering brand loyalty. Additionally, AI's capacity to support data-driven strategic planning positions it as a key enabler of agility and responsiveness, helping companies navigate rapidly changing markets. The progression from Robotic Process Automation (RPA) to more advanced AI applications further demonstrates how businesses can scale automation incrementally, building a foundation for sophisticated AI integration while preparing employees and infrastructure for a seamless transition. However, the successful adoption of AI requires careful management of technical, ethical, and organizational challenges, including issues with data quality, model transparency, privacy concerns, and internal resistance to change. Addressing these challenges will be crucial for businesses aiming to fully leverage AI's potential, ensuring that this technology continues to drive innovation, efficiency, and strategic growth in the evolving digital landscape.

References

- Agostinelli, S., Marrella, A., & Mecella, M. (2020). Towards Intelligent Robotic Process Automation for BPMers. *arXiv: Artificial Intelligence*, NA(NA), NA-NA. <https://doi.org/NA>
- Agrawal, A., Gans, J., & Goldfarb, A. (2019). *The Economics of Artificial Intelligence* (Vol. NA). <https://doi.org/10.7208/chicago/9780226613475.001.0001>
- Al-Anqoudi, Y., Al-Hamdani, A., Al-Badawi, M., & Hedjam, R. (2021). Using Machine Learning in Business Process Re-Engineering. *Big Data and Cognitive Computing*, 5(4), 61. <https://doi.org/10.3390/bdcc5040061>
- Alam, M. A., Sohel, A., Uddin, M. M., & Siddiki, A. (2024). Big Data And Chronic Disease Management Through Patient Monitoring And Treatment With Data Analytics. *Academic Journal on Artificial*

- Intelligence, Machine Learning, Data Science and Management Information Systems*, 1(01), 77-94. <https://doi.org/10.69593/ajaimldsmis.v1i01.133>
- Antony, J., Snee, R. D., & Hoerl, R. (2017). Lean Six Sigma: yesterday, today and tomorrow. *International Journal of Quality & Reliability Management*, 34(7), 1073-1093. <https://doi.org/10.1108/ijqrm-03-2016-0035>
- Arunkumar, C., & Ramakrishnan, S. (2018). Attribute selection using fuzzy roughset based customized similarity measure for lung cancer microarray gene expression data. *Future Computing and Informatics Journal*, 3(1), 131-142. <https://doi.org/10.1016/j.fcij.2018.02.002>
- Asatiani, A., & Penttinen, E. (2016). Turning robotic process automation into commercial success – Case OpusCapita. *Journal of Information Technology Teaching Cases*, 6(2), 67-74. <https://doi.org/10.1057/jittc.2016.5>
- Ashrafuzzaman, M. (2024). The Impact of Cloud-Based Management Information Systems On HRM Efficiency: An Analysis of Small And Medium-Sized Enterprises (SMEs). *Academic Journal on Artificial Intelligence, Machine Learning, Data Science and Management Information Systems*, 1(01), 40-56. <https://doi.org/10.69593/ajaimldsmis.v1i01.124>
- Asquith, A., & Horsman, G. (2019). Let the robots do it! – Taking a look at Robotic Process Automation and its potential application in digital forensics. *Forensic Science International: Reports*, 1(NA), 100007-NA. <https://doi.org/10.1016/j.fsir.2019.100007>
- Badhon, M. B., Carr, N., Hossain, S., Khan, M., Sunna, A. A., Uddin, M. M., Chavarria, J. A., & Sultana, T. (2023). Digital Forensics Use-Case of Blockchain Technology: A Review. AMCIS 2023 Proceedings.,
- Bahdanau, D., Cho, K., & Bengio, Y. (2014). Neural Machine Translation by Jointly Learning to Align and Translate. *arXiv (Cornell University)*, NA(NA), NA-NA. <https://doi.org/10.48550/arxiv.1409.0473>
- Begum, S., & Sumi, S. S. (2024). Strategic Approaches to Lean Manufacturing In Industry 4.0: A Comprehensive Review Study. *Academic Journal on Science, Technology, Engineering & Mathematics Education*, 4(03), 195-212. <https://doi.org/10.69593/ajsteme.v4i03.106>
- Beheshti, A., Yang, J., Sheng, Q. Z., Benatallah, B., Casati, F., Dustdar, S., Nezhad, H. R. M., Zhang, X., & Xue, S. (2023). ProcessGPT: Transforming Business Process Management with Generative Artificial Intelligence. *2023 IEEE International Conference on Web Services (ICWS)*, NA(NA), NA-NA. <https://doi.org/10.1109/icws60048.2023.00099>
- Bellman, M., & Göransson, G. (2019). Intelligent Process Automation : Building the bridge between Robotic Process Automation and Artificial Intelligence. *NA, NA(NA), NA-NA*. <https://doi.org/NA>
- Binci, D., Belisari, S., & Appolloni, A. (2019). BPM and change management: An ambidextrous perspective. *Business Process Management Journal*, 26(1), 1-23. <https://doi.org/10.1108/bpmj-06-2018-0158>
- Breuker, D., Matzner, M., Delfmann, P., & Becker, J. (2016). Comprehensible predictive models for business processes. *MIS Quarterly*, 40(4), 1009-1034. <https://doi.org/10.25300/misq/2016/40.4.10>
- Bughin, J., Hazan, E., Ramaswamy, S., Chui, M., Allas, T., Dahlstrom, P., Henke, N., & Trench, M. (2017). Artificial intelligence: the next digital frontier? *NA, NA(NA), NA-NA*. <https://doi.org/NA>
- Cadavid, J. P. U., Lamouri, S., Grabot, B., & Fortin, A. (2019). Machine Learning in Production Planning and Control: A Review of Empirical Literature. *IFAC-PapersOnLine*, 52(13), 385-390. <https://doi.org/10.1016/j.ifacol.2019.11.155>
- Chambers, A. J., Stringfellow, A. M., Luo, B. B., Underwood, S. J., Allard, T., Johnston, I. A., Brockman, S., Shing, L., Wollaber, A. B., & VanDam, C. (2020). Business Process Management Workshops - Automated Business Process Discovery from Unstructured Natural-Language Documents. In (Vol. NA, pp. 232-243). https://doi.org/10.1007/978-3-030-66498-5_18
- Chandramouleeswaran, K. R., Krzemien, D., Burns, K., & Tran, H. T. (2018). Machine learning prediction of airport delays in the US air transportation network. *2018 Aviation Technology, Integration, and Operations Conference*, NA(NA), NA-NA. <https://doi.org/10.2514/6.2018-3672>
- Clayton, P. R., & Clopton, J. (2018). Business curriculum redesign: Integrating data analytics. *Journal of Education for Business*, 94(1), 57-63. <https://doi.org/10.1080/08832323.2018.1502142>
- Cohen, M. E., & Hudson, D. L. (1999). *Neural Networks and Artificial Intelligence for Biomedical Engineering* (Vol. NA). <https://doi.org/NA>
- Davenport, T. H. (2018). From analytics to artificial intelligence. *Journal of Business Analytics*, 1(2), 73-80. <https://doi.org/10.1080/2573234x.2018.1543535>
- Di Francescomarino, C., Ghidini, C., Rospocher, M., Serafini, L., & Tonella, P. (2009). International Semantic Web Conference - Semantically-Aided Business Process

- Modeling. In (Vol. 5823, pp. 114-129). https://doi.org/10.1007/978-3-642-04930-9_8
- Dumas, M., Fournier, F., Limonad, L., Marrella, A., Montali, M., Rehse, J.-R., Accorsi, R., Calvanese, D., De Giacomo, G., Fahland, D., Gal, A., La Rosa, M., Völzer, H., & Weber, I. (2023). AI-augmented Business Process Management Systems: A Research Manifesto. *ACM Transactions on Management Information Systems*, 14(1), 1-19. <https://doi.org/10.1145/3576047>
- Dwivedi, Y. K., Hughes, L., Ismagilova, E., Aarts, G., Coombs, C., Crick, T., Duan, Y., Dwivedi, R., Edwards, J. S., Eirug, A., Galanos, V., Ilavarasan, P. V., Janssen, M., Jones, P., Kar, A. K., Kizgin, H., Kronemann, B., Lal, B., Lucini, B., Williams, M. D. (2021). Artificial Intelligence (AI) : Multidisciplinary perspectives on emerging challenges, opportunities, and agenda for research, practice and policy. *International Journal of Information Management*, 57(NA), 101994-NA. <https://doi.org/10.1016/j.ijinfomgt.2019.08.002>
- Elmanaseer, S., Alkhatib, A. A. A., & Albustanji, R. N. (2023). A Proposed Technique for Business Process Modeling Diagram Using Natural Language Processing. *2023 International Conference on Information Technology (ICIT)*, NA(NA), 572-576. <https://doi.org/10.1109/icit58056.2023.10225761>
- Es-Soufi, W., Yahia, E., & Roucoules, L. (2016). PLM - On the use of Process Mining and Machine Learning to support decision making in systems design. In (Vol. NA, pp. 56-66). https://doi.org/10.1007/978-3-319-54660-5_6
- Ferreira, R. C. B., Thom, L. H., de Oliveira, J. P. M., Avila, D. T., dos Santos, R. I., & Fantinato, M. (2017). ER Workshops - Assisting Process Modeling by Identifying Business Process Elements in Natural Language Texts. In (Vol. NA, pp. 154-163). https://doi.org/10.1007/978-3-319-70625-2_15
- Freiesleben, J., Keim, J., & Grutsch, M. (2020). Machine learning and Design of Experiments: Alternative approaches or complementary methodologies for quality improvement? *Quality and Reliability Engineering International*, 36(6), 1837-1848. <https://doi.org/10.1002/qre.2579>
- Füßl, A., Nissen, V., & Heringklee, S. H. (2023). Knowledge Graph-Based Explainable Artificial Intelligence for Business Process Analysis. *International Journal of Semantic Computing*, 17(2), 173-197. <https://doi.org/10.1142/s1793351x23600024>
- Guo, S., He, H., & Huang, X. (2019). A Multi-Stage Self-Adaptive Classifier Ensemble Model With Application in Credit Scoring. *IEEE Access*, 7(NA), 78549-78559. <https://doi.org/10.1109/access.2019.2922676>
- Gupta, S., Modgil, S., & Gunasekaran, A. (2019). Big data in lean six sigma: a review and further research directions. *International Journal of Production Research*, 58(3), 947-969. <https://doi.org/10.1080/00207543.2019.1598599>
- Haenlein, M., & Kaplan, A. M. (2019). A Brief History of Artificial Intelligence: On the Past, Present, and Future of Artificial Intelligence. *California Management Review*, 61(4), 5-14. <https://doi.org/10.1177/0008125619864925>
- Hashem, G. (2019). Organizational enablers of business process reengineering implementation: An empirical study on the service sector. *International Journal of Productivity and Performance Management*, 69(2), 321-343. <https://doi.org/10.1108/ijppm-11-2018-0383>
- He, X., Zhao, K., & Chu, X. (2021). AutoML: A survey of the state-of-the-art. *Knowledge-Based Systems*, 212(NA), 106622-NA. <https://doi.org/10.1016/j.knosys.2020.106622>
- Hitpass, B., & Astudillo, H. (2019a). Editorial: Industry 4.0 Challenges for Business Process Management and Electronic-Commerce. *Journal of Theoretical and Applied Electronic Commerce Research*, 14(1), 1-1. <https://doi.org/NA>
- Hitpass, B., & Astudillo, H. (2019b). Industry 4.0 Challenges for Business Process Management and Electronic-Commerce. *Journal of Theoretical and Applied Electronic Commerce Research*, 14(1), 0-0. <https://doi.org/10.4067/s0718-18762019000100101>
- Jha, N., Prashar, D., & Nagpal, A. (2021). Combining Artificial Intelligence with Robotic Process Automation—An Intelligent Automation Approach. In (pp. 245-264). Springer International Publishing. https://doi.org/10.1007/978-3-030-65661-4_12
- Kampik, T., Warmuth, C., Rebmann, A., Agam, R., Egger, L. N. P., Gerber, A., Hoffart, J., Kolk, J., Herzig, P., Decker, G., van der Aa, H., Polyvyanyy, A., Rinderle-Ma, S., Weber, I., & Weidlich, M. (2024). Large Process Models: A Vision for Business Process Management in the Age of Generative AI. *KI - Künstliche Intelligenz*, NA(NA), NA-NA. <https://doi.org/10.1007/s13218-024-00863-8>
- Kar, S., Kar, A. K., & Gupta, M. P. (2021). Modeling Drivers and Barriers of Artificial Intelligence Adoption: Insights from a Strategic Management Perspective. *Intelligent Systems in Accounting, Finance and Management*, 28(4), 217-238. <https://doi.org/10.1002/isaf.1503>

- Kopec, W., Skibiński, M., Biele, C., Skorupska, K., Tkaczyk, D., Jaskulska, A., Abramczuk, K., Gago, P., & Marasek, K. (2018). Hybrid Approach to Automation, RPA and Machine Learning: a Method for the Human-centered Design of Software Robots. *arXiv: Software Engineering*, NA(NA), NA-NA. <https://doi.org/NA>
- Kushwaha, A. K., Kar, A. K., & Dwivedi, Y. K. (2021). Applications of big data in emerging management disciplines: A literature review using text mining. *International Journal of Information Management Data Insights*, 1(2), 100017-NA. <https://doi.org/10.1016/j.ijime.2021.100017>
- Lacity, M. C., & Willcocks, L. P. (2018). *Robotic process and cognitive automation: the next phase* (Vol. NA). <https://doi.org/NA>
- Leno, V., Dumas, M., La Rosa, M., Maggi, F. M., & Polyvyanyy, A. (2020). Automated Discovery of Data Transformations for Robotic Process Automation. *arXiv: Artificial Intelligence*, NA(NA), NA-NA. <https://doi.org/NA>
- López, H. A., Marquard, M., Muttenthaler, L., & Strømsted, R. (2019). EDOC Workshops - Assisted Declarative Process Creation from Natural Language Descriptions. *2019 IEEE 23rd International Enterprise Distributed Object Computing Workshop (EDOCW)*, NA(NA), 96-99. <https://doi.org/10.1109/edocw.2019.00027>
- Madakam, S., Holmukhe, R. M., & Jaiswal, D. K. (2019). The Future Digital Work Force: Robotic Process Automation (RPA). *Journal of Information Systems and Technology Management*, 16(1), 1-17. <https://doi.org/10.4301/s1807-1775201916001>
- Mannhardt, F., de Leoni, M., Reijers, H. A., van der Aalst, W. M. P., & Toussaint, P. J. (2016). BPM - From low-level events to activities : a pattern-based approach. In (Vol. 9850, pp. 125-141). https://doi.org/10.1007/978-3-319-45348-4_8
- Mannhardt, F., de Leoni, M., Reijers, H. A., & van der Aalst, W. W. (2016). CAiSE - Decision Mining Revisited - Discovering Overlapping Rules. In (Vol. 9694, pp. 377-392). https://doi.org/10.1007/978-3-319-39696-5_23
- Márquez-Chamorro, A. E., Resinas, M., & Ruiz-Cortés, A. (2018). Predictive Monitoring of Business Processes: A Survey. *IEEE Transactions on Services Computing*, 11(6), 962-977. <https://doi.org/10.1109/tsc.2017.2772256>
- Mendling, J., Baesens, B., Bernstein, A., & Fellmann, M. (2017). Challenges of smart business process management: An introduction to the special issue. *Decision Support Systems*, 100(NA), 1-5. <https://doi.org/10.1016/j.dss.2017.06.009>
- Missikoff, M. (2022). A Knowledge-Driven Business Process Analysis Methodology. In (Vol. NA, pp. 62-67). https://doi.org/10.1007/978-3-031-12426-6_5
- Moffitt, K. C., Rozario, A. M., & Vasarhelyi, M. A. (2018). Robotic process automation for auditing. *Journal of Emerging Technologies in Accounting*, 15(1), 1-10. <https://doi.org/10.2308/jeta-10589>
- Neu, D. A., Lahann, J., & Fettke, P. (2021). A systematic literature review on state-of-the-art deep learning methods for process prediction. *Artificial Intelligence Review*, 55(2), 1-27. <https://doi.org/10.1007/s10462-021-09960-8>
- Nilsson, N. J. (1980). *Principles of Artificial Intelligence* (Vol. NA). <https://doi.org/NA>
- Omidi, A., & Khoshtinat, B. (2016). Factors Affecting the Implementation of Business Process Reengineering: Taking into Account the Moderating Role of Organizational Culture (Case Study: Iran Air). *Procedia Economics and Finance*, 36(NA), 425-432. [https://doi.org/10.1016/s2212-5671\(16\)30058-2](https://doi.org/10.1016/s2212-5671(16)30058-2)
- Phangtriatu, M. R., Harefa, J., & Tanoto, D. F. (2017). ICCSCI - Comparison Between Neural Network and Support Vector Machine in Optical Character Recognition. *Procedia Computer Science*, 116(NA), 351-357. <https://doi.org/10.1016/j.procs.2017.10.061>
- Plastino, E., & Purdy, M. (2018). Game changing value from Artificial Intelligence: eight strategies. *Strategy & Leadership*, 46(1), 16-22. <https://doi.org/10.1108/sl-11-2017-0106>
- Qian, C., Wen, L., Kumar, A., Lin, L., Lin, L., Zong, Z., Li, S., & Wang, J. (2020). CAiSE - An Approach for Process Model Extraction by Multi-grained Text Classification. In (Vol. NA, pp. 268-282). https://doi.org/10.1007/978-3-030-49435-3_17
- Rahman, A., Ashrafuzzaman, M., Jim, M. M. I., & Sultana, R. (2024). Cloud Security Posture Management Automating Risk Identification And Response In Cloud Infrastructures. *Academic Journal on Science, Technology, Engineering & Mathematics Education*, 4(03), 151-162. <https://doi.org/10.69593/ajsteme.v4i03.103>
- Rahman, M. M. (2024). Systematic Review of Business Intelligence and Analytics Capabilities in Healthcare Using PRISMA. *International Journal of Health and Medical*, 1(4), 34-48. <https://doi.org/10.62304/ijhm.v1i04.207>

- Rosalina, R. (2019). A Comparison of Machine Learning Algorithms in Manufacturing Production Process. *CommIT (Communication and Information Technology) Journal*, 13(1), 17-23. <https://doi.org/10.21512/commit.v13i1.5177>
- Rozony, F. Z., Aktar, M. N. A., Ashrafuzzaman, M., & Islam, A. (2024). A Systematic Review Of Big Data Integration Challenges And Solutions For Heterogeneous Data Sources. *Academic Journal on Business Administration, Innovation & Sustainability*, 4(04), 1-18. <https://doi.org/10.69593/ajbais.v4i04.111>
- Schmitt, M. (2023a). Automated machine learning: AI-driven decision making in business analytics. *Intelligent Systems with Applications*, 18, 200188-200188. <https://doi.org/10.1016/j.iswa.2023.200188>
- Schmitt, M. (2023b). Deep learning in business analytics: A clash of expectations and reality. *International Journal of Information Management Data Insights*, 3(1), 100146-100146. <https://doi.org/10.1016/j.ijime.2022.100146>
- Shamim, M. (2022). The Digital Leadership on Project Management in the Emerging Digital Era. *Global Mainstream Journal of Business, Economics, Development & Project Management*, 1(1), 1-14
- Shanmuganathan, S. (2016). Artificial Neural Network Modelling: An Introduction. In (Vol. NA, pp. 1-14). https://doi.org/10.1007/978-3-319-28495-8_1
- Sintoris, K., & Vergidis, K. (2017). Extracting Business Process Models Using Natural Language Processing (NLP) Techniques. *2017 IEEE 19th Conference on Business Informatics (CBI)*, 3(NA), 135-139. <https://doi.org/10.1109/cbi.2017.41>
- Sohel, A., Alam, M. A., Waliullah, M., Siddiki, A., & Uddin, M. M. (2024). Fraud Detection In Financial Transactions Through Data Science For Real-Time Monitoring And Prevention. *Academic Journal on Innovation, Engineering & Emerging Technology*, 1(01), 91-107. <https://doi.org/10.69593/ajieet.v1i01.132>
- Song, Y.-g., Cao, Q.-l., & Zhang, C. (2018). Towards a new approach to predict business performance using machine learning. *Cognitive Systems Research*, 52(NA), 1004-1012. <https://doi.org/10.1016/j.cogsys.2018.09.006>
- Toniolo, A., Cerutti, F., Norman, T. J., Oren, N., Allen, J. A., Srivastava, M., & Sullivan, P. (2023). Human-machine collaboration in intelligence analysis: An expert evaluation. *Intelligent Systems with Applications*, 17(NA), 200151-200151. <https://doi.org/10.1016/j.iswa.2022.200151>
- Tripathi, A. M. (2018). *Learning Robotic Process Automation: Create Software robots and automate business processes with the leading RPA tool – UiPath* (Vol. NA). <https://doi.org/NA>
- Truong, A., Walters, A., Goodsitt, J., Hines, K. E., Bruss, C. B., & Farivar, R. (2019). ICTAI - Towards Automated Machine Learning: Evaluation and Comparison of AutoML Approaches and Tools. *2019 IEEE 31st International Conference on Tools with Artificial Intelligence (ICTAI), NA(NA)*, 1471-1479. <https://doi.org/10.1109/ictai.2019.00209>
- Tsakalidis, G., & Vergidis, K. (2017). CBI (1) - Towards a Comprehensive Business Process Optimization Framework. *2017 IEEE 19th Conference on Business Informatics (CBI)*, 01(NA), 129-134. <https://doi.org/10.1109/cbi.2017.39>
- Uddin, M. M., Auyon, M. O. S., Al Adnan, A., & Akter, F. (2024). Strategies for Information Systems Development: Analyzing Requirements Determination and Project Selection. *International Journal for Multidisciplinary Research*, 6(2). www.ijfmr.com
- Uddin, M. M., Ullah, R., & Moniruzzaman, M. (2024). Data Visualization in Annual Reports—Impacting Investment Decisions. *International Journal for Multidisciplinary Research*, 6(5). <https://doi.org/10.36948/ijfmr>
- Ustundag, A., & Cevikcan, E. (2017). *Industry 4.0: Managing The Digital Transformation* (Vol. NA). <https://doi.org/NA>
- van der Aalst, W. M. P., Bichler, M., & Heinzl, A. (2018). Robotic Process Automation. *Business & Information Systems Engineering*, 60(4), 269-272. <https://doi.org/10.1007/s12599-018-0542-4>
- Vergidis, K., Tiwari, A., & Majeed, B. (2008). Business Process Analysis and Optimization: Beyond Reengineering. *IEEE Transactions on Systems, Man, and Cybernetics, Part C (Applications and Reviews)*, 38(1), 69-82. <https://doi.org/10.1109/tsmcc.2007.905812>
- Vidgof, M., Bachhofner, S., & Mendling, J. (2023). Large Language Models for Business Process Management: Opportunities and Challenges. In (Vol. NA, pp. 107-123). https://doi.org/10.1007/978-3-031-41623-1_7
- Warner, K. S. R., & Wäger, M. (2019). Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal. *Long Range Planning*, 52(3), 326-349. <https://doi.org/10.1016/j.lrp.2018.12.001>

- Weichert, D., Link, P., Stoll, A., Rüping, S., Ihlenfeldt, S., & Wrobel, S. (2019). A review of machine learning for the optimization of production processes. *The International Journal of Advanced Manufacturing Technology*, 104(5), 1889-1902. <https://doi.org/10.1007/s00170-019-03988-5>
- Wright, S., & Schultz, A. E. (2018). The rising tide of artificial intelligence and business automation: Developing an ethical framework. *Business Horizons*, 61(6), 823-832. <https://doi.org/10.1016/j.bushor.2018.07.001>
- Zaini, Z., & Saad, A. (2019). Business Process Reengineering as the Current Best Methodology for Improving the Business Process. *Journal Of ICT In Education*, 6(NA), 66-85. <https://doi.org/10.37134/jictie.vol6.7.2019>
- Zgodavova, K., Bober, P., Majstorovic, V. D., Monkova, K., Santos, G., & Juhaszova, D. (2020). Innovative Methods for Small Mixed Batches Production System Improvement: The Case of a Bakery Machine Manufacturer. *Sustainability*, 12(15), 6266-NA. <https://doi.org/10.3390/su12156266>