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ZUBKOVA Alina
National Technical University "Kharkiv Polytechnic Institute"
https://orcid.org/0000-0002-4478-181X
alina.zubkova@khpi.edu.ua
KRAINIA Veronika
National Technical University "Kharkiv Polytechnic Institute"
https://orcid.org/0009-0003-4639-2281
Veronika.Krainia@emmb.khpi.edu.ua

AI VS HUMAN CREATIVITY FOR DATA MANAGEMENT IN INTERNATIONAL BUSINESS

The article focuses on analyzing the interaction between artificial intelligence and human creativity in data management processes in international business. The purpose of the article is to study the peculiarities of the interaction between artificial intelligence and human creativity in international business data management, as well as to determine their contribution to the strategic and operational decision-making of global companies.

The article systematizes approaches to assessing the role of artificial intelligence in international business and shows that AI provides high speed, accuracy, and scalability of analytical processes, while human creativity shapes the interpretation of the data obtained, creates a semantic context, and offers non-standard solutions. Using Porter's model, authors have distributed business functions between algorithmic capabilities and human creativity, demonstrating that optimal efficiency is achieved in hybrid models of collaboration. The study summarizes ten international case studies (Unilever, DHL, Netflix, Toyota, Meta, Amazon, Spotify, Zara, Siemens, Airbnb), which confirm that the combination of AI and human creative competencies strengthens the competitiveness of companies. It has been shown that algorithms are capable of forecasting demand, optimizing logistics operations, identifying risks, and analyzing behavioral data, while humans provide the strategic vision, cultural adaptation of decisions, ethical assessment, and generation of innovations necessary for complex international markets.

Prospects for further research in this area include the development of models for evaluating the performance of hybrid solutions in transnational corporations, an in-depth study of the cross-cultural characteristics of creative thinking, the formation of ethical standards for the use of AI in global operations, and the analysis of organizational transformations associated with the growing role of artificial intelligence in data management.

Keywords: artificial intelligence; human creativity; international business; international business management; data management; hybrid decision-making; global competitiveness.

ЗУБКОВА Аліна, КРАЙНЯ Вероніка
Національний технічний університет «Харківський політехнічний інститут»

ШТУЧНИЙ ІНТЕЛЕКТ ТА ЛЮДСЬКА КРЕАТИВНІСТЬ У ПРОЦЕСАХ УПРАВЛІННЯ ДАНИМИ В МІЖНАРОДНОМУ БІЗНЕСІ

Стаття присвячена аналізу взаємодії штучного інтелекту та людської креативності в процесах управління даними в міжнародному бізнесі. Метою дослідження є вивчення особливостей поєднання можливостей штучного інтелекту й людської креативності в управлінні даними міжнародних компаній, а також визначення їхнього внеску у стратегічне й операційне прийняття управлінських рішень у глобальному бізнес-середовищі.

У статті систематизовано наукові підходи до оцінювання ролі штучного інтелекту в міжнародному бізнесі та доведено, що алгоритмічні системи забезпечують високу швидкість обробки інформації, точність аналітичних розрахунків і масштабованість бізнес-процесів, тоді як людська креативність формує інтерпретацію отриманих даних, створює семантичний контекст і пропонує нестандартні управлінські рішення. З використанням моделі конкурентних сил М. Портера автори здійснили розподіл бізнес-функцій між алгоритмічними можливостями штучного інтелекту та креативним потенціалом людини, довівши, що максимальна ефективність досягається в умовах гібридних моделей співпраці.

У дослідженні узагальнено результати аналізу десяти міжнародних кейсів (Unilever, DHL, Netflix, Toyota, Meta, Amazon, Spotify, Zara, Siemens, Airbnb), які підтверджують, що поєднання інструментів штучного інтелекту з людськими креативними компетенціями сприяє зміцненню конкурентоспроможності компаній на глобальних ринках. Доведено, що алгоритми здатні ефективно прогнозувати попит, оптимізувати логістичні операції, ідентифікувати ризики та аналізувати поведінкові дані споживачів, тоді як людина забезпечує стратегічне бачення, культурну адаптацію управлінських рішень, етичну оцінку та генерацію інновацій, необхідних для функціонування в складних міжнародних ринкових умовах.

Перспективами подальших досліджень у цій сфері визначено розроблення моделей оцінювання ефективності гібридних управлінських рішень у транснаціональних корпораціях, поглиблене вивчення кроскультурних особливостей креативного мислення, формування етичних стандартів використання штучного інтелекту в глобальних операціях, а також аналіз організаційних трансформацій, пов'язаних зі зростанням ролі штучного інтелекту в управлінні даними.

Ключові слова: штучний інтелект; людська креативність; міжнародний бізнес; управління міжнародним бізнесом; управління даними; гібридне прийняття рішень; глобальна конкурентоспроможність.

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AIM OF THE ARTICLE

This article will seek to explore the role of artificial/human creativity in data management with AI in international business and study the interplay between it, the comparison between actors in the process of data management in international business, compare and contrast the comparative strengths and capabilities, examine their significance for strategic decision making and operational decision-making, and propose a conceptual model on how multinational organizations could be expected to balance AI-based analytics and human-based creativity.

INTRODUCTION

The fast-paced growth of ecosystems has altered the approach to international business logic. Today, multinational corporations are producing such big and heterogeneous data flowing to and from customers and sources that the need for human-centric approaches to analysis has become insufficient. Artificial intelligence emerged in this context as a solution that would provide better analytic precision, speed up decision-making, and automate complex processes or routines. Yet at the same time, businesses continue to need human creative judgment, ethics and sensitivity to cultural nuance – attributes that algorithms can't match. This article examines the dynamic between artificial and human creativity but primarily in international business's data management domain, where efficiency and creativity are both critical [6]. This issue is particularly topical when companies expand globally, interacting with irregular institutional environments and cultural variances. AI models are capable of analyzing global datasets, predicting patterns, and questioning subjective beliefs whereas human specialists need to evaluate it on a case-by-case basis and connect it back to real world strategic aspirations. The interaction between machine-generated intelligence and creativity has implications on how organizations develop strategies for entering markets, operate global supply chains, generate value propositions and respond to crisis situations.

The subject is consistent with the priorities of global economic science, including international corporations, multinationals and policy bodies, and is increasingly integrating AI-enabled insights within international operations. At the same time, the limits of AI creativity and the irreplaceable part of human originality, intuition, and ethical reasoning are also the subjects of ongoing debate. This is the conception of the current article.

ANALYSIS OF RECENT PUBLICATIONS

The more discursive views present between the influence of AI on creativity come increasingly in scholarly discourses. A group of authors is arguing that AI powers human creativity but it does so by providing rapid pattern recognition, by generating new combinations of ideas, and by providing synthetic datasets that increase the range of solutions available. Boden underlines how narrow AI facilitates creativity in that it heightens the pace at which experimentation and considering alternatives can occur [1]. Another view, as shown in IntechOpen (2024) [2], maintains that human creativity is still valuable solely due to its non-algorithmic aspects. Human intuition happens frequently in undecidable contexts, where there isn't a ready answer (rule, pattern or data set) available. Different authors work on the overlap of international business and AI decision support. Lindner, Puck, and Puhr (2025) describe how AI strains managers' cognitive capacities and allows them to overcome overconfidence, familiarity bias, and partial information bias in foreign markets [10]. Looking in the same direction, Jankovic S. D., Curovic D. M (2023) study the application of AI technology to sustainable cross-border operations, emphasizing data integration, user engagement and knowledge transfer [9]. These publications illustrate the extent to which global business processes are now being more and more digitalized by AI. In terms of creativity particularly as it pertains to data management, authors Gegra and Maccagnola (2022) [3] assert that AI can, among other things, recombine existing knowledge and produce synthetic proposals, but cannot generate new conceptual rules in an ambiguous situation. This limitation demonstrates the importance of human involvement in strategic decisions, ethical judgment, and culturally relevant problem-solving. Consensus and disagreement were evident in the literature review. AI is widely regarded as a tool that expands our analytical powers as humans. Nevertheless, much of the discussion is over whether AI will be able to replicate the full creativity in areas where interpretation, cultural sensitivity or long-term strategic perspective is critical, particularly in strategic and long-term thinking, is a topic of serious debate.

UNRESOLVED PARTS OF THE GENERAL PROBLEM

There are still significant gaps in the current academic literature on AI and international business. First, existing studies to date have only partially studied the embedding of AI and human resource creativity within the operational framework of MNEs. Most published papers compare abilities to AI versus human-only seldom outline the interfaces between the aspects of management functions to planning, organizing, leading and control. In addition, creative data interpretation remains an unexplored area. AI may surface anomalies or suggest scenarios, but how to turn such signs into strategies for action requires human judgment, intuition, and ethos [5][8]. Ultimately a struggle is to determine what work stays in human hands and how companies should design hybrid human-AI workflows. That will be the goals of this article – to address these gaps by synthesizing theoretical concepts, examining case studies, and showing the complementary aspects of AI and human creativity in contemporary data-empowered firms.

PRESENTATION OF THE MAIN MATERIAL

1. AI and human roles in creative data management

AI penetration in global businesses has typically focused on predictive analytics, automation of data cleaning and increased detection of patterns. Such functions save a great deal on time for operational decisions. Artificial intelligence-based systems can, for instance, analyze in an instant the effects of a fluctuation in exchange rates, an unexpected change in regulations, or a disruption of global logistics, allowing companies to create countless scenario-type simulations. But despite the increasing precision of machine learning models, AI is constrained by the knowledge base on which it was trained. It cannot assess the emotional, ethical, or culturally sensitive dimensions of a decision [4][7]. Human creativity, in contrast, is non-linear and adaptive. It arises when managers encounter ambiguous circumstances that defy neat quantification – new consumer demands, geopolitical tensions, or cultural obstacles.

It's that contrast that defines the nature of roles: as AI proposes; humans interpret. AI notices patterns; humans assign meaning. AI suggests options; humans come up with the plan.

Human creativity emerges particularly in tasks that require the rewriting of business problems, creation of new structures, or devising revolutionary innovations. There is no chance of visionary breakthroughs without your help from a human – AI will make incremental differences; that should not be to your benefit.

Table 1.

Similar Capabilities of AI and Human Creativity in Managing Data

AI contributes according to:	Human creativity contributes through:
Fast data processing	Reframing ambiguous problems
Monitor in real-time cross-border operational performance	Strategic direction and long-term interpretation
Automated production of reports	Ethical decision making
Error detection and anomaly flagging	The importance of cultural competence to international markets
Predictive forecasting	Imagining scenario generation
Recognize patterns in complex datasets	Unifying signals interpretation
Uniform application of rules and compliance requirements	Emotional intelligence for negotiations and leadership

This allocation of capabilities indicates that AI drives analytical processes while humans operate as meaning makers. The best outcomes lie in those companies that use a mix instead of one side of the equation.

2. The Porter functional model in the context of AI and human creativity

Porter's functional model developed as a way of measuring how organizations carry out important activities, is particularly useful when comparing and contrasting creative roles of humans and artificial intelligence. When put on international business application, it becomes apparent that many organizational functions have already moved toward hybrid operation: AI increasingly plays a role in routine analytical work, while human decision-making about creative judgment, ethical reasoning, and nuanced interpretation remains a human job.

According to Porter's definition, all of the activities that make up a firm's value chain can be split into two categories that contribute to its margin: primary activities and secondary activities. (Figure 1)[24]

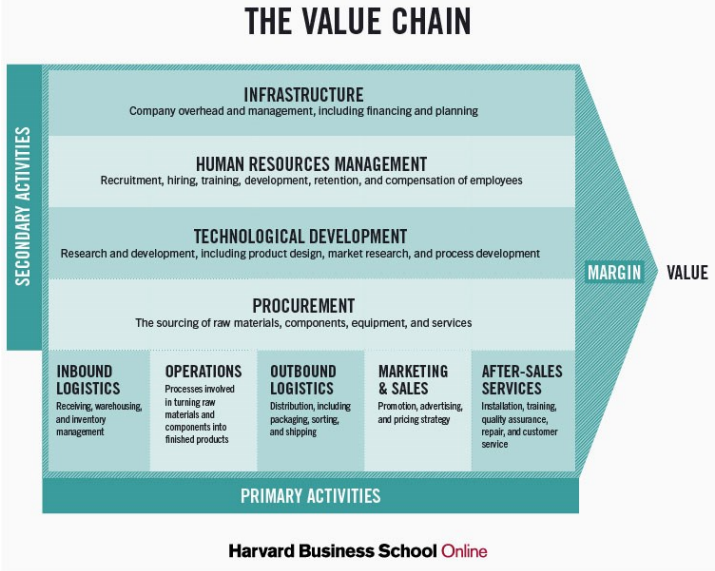

Fig. 1. Conceptual Model of Integrating Artificial Intelligence and Human Creativity in International Business Data Management

Based on this picture of value chain analysis, in the table below several key activities have been analyzed. This table has been summarized in terms of the way that the organization has distributed several primary and secondary activities between human competencies to the side and data management by artificial intelligence.

Table 2.

The Porter's Functional Model Distributed Human Capabilities and AI-Driven Data Management

Activity	Human current capabilities	AI data management capabilities	Case study examples	Fortune 500 Global [23]
Operations	Manual data logging from machinery, subjective quality inspections, production schedules created from experience rather than for real-time conditions	Machine vision quality checks, automated defect detection, dynamic production optimization that varies schedules according to bottlenecks and workload changes.	Toyota employs a visual inspection based on AI to pick up micro-defects that human inspectors will not find and human engineers rework processes based on AI outputs.[11][17]	15
Marketing & Sales	Spreadsheets customer segmentation, manually set pricing, generic evaluation of campaigns without detailed behavioral insights.	Personalized segmentation from behavioral clusters, dynamic algorithmic pricing, drive campaign optimization through automation and real-time A/B testing.	Netflix leverages AI to find viewing clusters and human creative teams create culturally relevant promotional campaigns. [11][16]	398
Procurement	Manual supplier evaluation analysis, traditional contract review.	Automated invoice matching automation, fraud detection. Predictive sourcing to identify best-value suppliers based on best-value sourcing, NLP-based contract analysis and compliance and risk.	AI-powered procurement tools at Unilever compare suppliers worldwide while human specialists negotiate and tailor supplier terms according to local contexts.[11][15]	210
Technological development	Manual organization of research notes, running isolated simulations, isolated study results without structure of a system, and keeping records of results, monitoring results which lack a system structure.	Automated data cataloging, AI-boosted experimental design in experiments, intelligent parameter optimization for simulators.	Siemens incorporates AI into its engineering R&D labs to create test conditions and recommendations so that a set of test settings are set up for performance and optimal configurations, and engineers interpret those test conditions and make decisions in the lab. [11][14]	144
HRM	Reviewing CVs, assessing performance using spreadsheets, turnover evaluation based on managers' intuition.	AI-based candidate matching, autonomous HR compliance audits, predictive turnover modeling from engagement and behavioral data.	IBM applies AI to talent analysis to estimate the risk of employee job turnover, while human HR staff respond to sensitive decisions, mentor, and resolve conflicts. [11][13]	221
Infrastructure	Manual consolidation of financial records; periodic application of cyber security, periodic rule-based security review with a traditional review of every infrastructure system; periodic risk to periodic risk/cyber security.	AI-driven forecasting algorithms, financial scenario modeling, dynamic financial-based scenario planning, real-time compliance tracking, monitoring on real-time compliance, cyber risks of anomalies and unusual activity in cyber security.	Amazon deploys AI systems that analyze global financial and logistics risks and alerts itself on its inventory and supply chain and real-time monitoring on live global operational risks, and AI systems that monitor these and other global risks in real time, while the human managers interpret the anomalies and determine which actions to take and make changes in those risks which it can handle as needed on strategic changes. [11][12]	2

Porter's functional model, dividing activities into primary and secondary categories, has been presented in the above table. Originally meant as tools for assessing organizational behavior, these activities offer a helpful lens through which to explore corporate engagement as they embrace the application of artificial intelligence to human creativity. Primary activities include knowledge creation and innovation processes, while the second stage is trained on the impact of AI on their own and the third phase is the influence of AI on creativity processes of the company. Real companies help illustrate these ideas here through examples.

Moreover, the companies included in Table 2 have been examined through the lens of the Fortune 500 Global ranking, where all selected firms appear with varying positions. The sample of firms was random, but all are integrating artificial intelligence in all aspects of their business and continue to extend AI in various areas. This is especially important when considering their business processes, where their global scale, technological maturity, and deep intent to digital transformation provide examples of the shared role of AI and human creativity that occur in international business contexts.

Together these cases provide evidence that the impact of AI-human collaboration is typically linked closely to companies' ability to align functional activities with broader corporate objectives, and to make technology augment rather than replace creative thinking.

3. Case studies: AI and human creativity in international business

In order to give an indication of the shape of such interactions in industry context in real organizations, they have been examined in some of the international case studies.

1. Unilever. AI is also one of the tools at Unilever's disposal for demand forecasting for products in 190 countries. AI models anticipate patterns of spending by weather, demographic and market indicators. The human experts then create culturally adapted marketing scenarios that reflect local behaviors. In developing market economies, this enhanced forecast accuracy and sped up the adaptation of products. [11][15]
2. DHL. An artificial intelligence and human planning perspective. AI simulates warehouse flows, optimizes routing and discovers inefficiencies to power DHL's logistics operations. Human planners take these models, interpret them and redesign organizational workflows and negotiate adjustments with local partners. Human creativity can be particularly vital in places with an uneven infrastructure or volatile geopolitical risks. [11][19]
3. Netflix. AI analyses viewing behavior globally and identifies latent communities of viewer interests. Then content teams leverage human creativity to create culturally relevant promotional campaigns and select thematic material that resonates regionally. AI adds precision; humans add narrative imagination. [11][16]
4. Toyota. Toyota deploys AI-driven defect detection in factories around the world. Machines will detect anomalies; human specialists will redesign processes, recommend new engineering concepts and assess safety implications. The synergy improved defect detection accuracy and lowered recall costs. [11][17]
5. Meta. Meta deploys AI for automated moderation, hate speech detection, and deep fake detection. But regulations, ethics policy development and crisis communication must all be human-created. The company habitually updates its global governance guidelines to conform to social and cultural differences, which AI could not correctly comprehend. [11][18]
6. Amazon. AI forecasts supply chain disruptions using global sources of real-time data. Human managers leverage these predictions to establish alternative logistics strategies, negotiate with local partners, and adapt to political changes, such as new import restrictions or taxation rules. [11][12]
7. Spotify. AI creates user profiles and recommends music from around the world. There are people in the creative room building this playlist, they learn about culturally specific genres they like, and design the sort of promo strategies, that speak emotionally of you. This all aligns with Spotify's global brand identity. [11][20]
8. Zara. AI predicts trends through global social media analytics, while human designers take that information and turn it into clothing collections that tap into local culture. And the "fast creativity loop" became the heartbeat of Zara's competitive advantage. Moreover, AI is used in combining real-time data analytics, predictive demand modeling, dynamic stock allocation, warehouse optimization, and risk management. [11][21]
9. Siemens. Machine performance results are examined in AI in relation to international industrial sites to estimate maintenance solutions. Human engineers will understand abnormal results that exceed the models' training data and give intelligent interpretations that incorporate safety and environmental implications. [11][14]
10. Airbnb. Airbnb leverages artificial intelligence to detect fraudulent bookings; examine pricing behavior and forecast customer behavior. Human staff makes plans for cultural adaptation, ethical practices, and trust-building programs based on local expectations. With the combination, the enterprise's international expansion is strengthened. [11][22]

The case studies above highlight how companies use AI to strengthen human creativity and to reveal patterns in the delegation of tasks and responsibilities. Seeing these real-world applications really clarifies that various functions derive advantages from AI, yet others remain predominantly human-centric. The table that follows, "Functional Distribution of AI and Human Creativity in International Business" has been arranged these insights, indicating which are mostly automated and which are dependent on human skill, and whether cooperation between an AI model and human expertise is most enriching. The table structures the model by connecting technology with creativity, with theoretical explanations connecting it to the practical business cases.

Table 3.

Functional Distribution of AI and Human Creativity in International Business

Business function	AI capabilities	Human creative capabilities
Strategic planning	Forecasting, scenario modeling, risk scoring.	Vision creation, ethical evaluation, long-term conceptualization.
Market analytics	Pattern detection, segmentation, clustering.	Storytelling, emotional positioning, cultural interpretation.
Supply chain management	Route optimization, demand prediction.	Adaptive problem-solving in uncertain conditions.
Financial management	Fraud detection, automated reporting.	Strategic trade-offs, negotiation, regulatory interpretation.
HR & leadership	Talent analytics, performance prediction.	Motivation, communication, interpersonal sensitivity
Innovation	Idea recombination, incremental optimization.	Radical conceptual breakthroughs, redesign of paradigms.
Compliance	Rule-based checking, anomaly detection.	Ethical judgment, context-based exceptions.
Customer interaction	Chat bots, behavior prediction.	Empathy, conflict resolution, relational trust.

The table has been shown the fields in which AI improves productivity and the spaces in which human contribution is still necessary. These observations are the basis for the findings on which the findings are based, which indicate that the effective integration of AI with human intelligence and creativity is not about replacing human creativity but adding value, increasing organizational performance in the international business environment in a strategically integrated way.

FINDINGS

Analyzing AI and human creativity in international business demonstrates that the two, rather than competing, are an additive part of modern data management. AI increases the analysis capabilities of organizations, turning huge amounts of global information into patterns, projections and signs. Human creativeness, meanwhile, converts these analytic signals into meaningful actions. Decisions are adapted by it to cultural, ethical and strategic situations. The material allows several general points to be outlined:

1. AI supports operational efficiency, but interpreting these efficiency indicators relies on human creative reasoning [5], particularly in ambiguous or culturally sensitive markets.
2. Creative tasks in multinational firms are skewed: AI is better at information-heavy, rule-based work; humans are at doing work that requires intuition, ethics, imagination, and cultural fluency.
3. There are case studies that illustrate that the world's largest corporations prefer hybrid systems, where AI-driven optimization enables human creativity in a variety of different areas including strategy, marketing, supply chain management and governance.
4. The Porter's functional model tells you that creativity is a multi-stage process, at which AI and humans interact differently. The best innovations happen when they are co-coordinated.
5. Global competitiveness is ever more reliant on hybrid creative process: AI powers analysis and humans offer conceptual breakthroughs.
6. Data management in international business calls for double literacy, i.e. literacy to understand technology and literacy to think creatively. No two solutions on their own would suffice to deal the global complexity.

These findings also help to corroborate the more general point that the world of international business is entering a phase in which creativity is shared between human and AI rather than a human-oriented domain.

CONCLUSIONS

In this conduct article have been indicated that artificial intelligence and human creativity are part of an integrated whole in international business data management. In addition to using AI to build the information backbone that powers global operations, the system also generates predictions, spotting patterns and giving objective indicators for decision making. But meaningful progress relies on these insights being interpreted critically by humans, problems being reframed and new strategies generated. In the process, AI becomes an analytical collaborator instead of a substitute for human imagination. Global businesses are the most productive ones using AI for accuracy and speed, and they look to human experts to do the ethical analyses, cultural contextualization and creative conceptualization. This joint nature matters greatly also for diverse international contexts, where regularized solutions are futile [6]. It's the article's testimony that contemporary international business creativity is hybrid. AI and human judgment is helping organizations weather uncertainty, develop creative approaches, and react quickly to global threats. The findings indicate that international business creativity is now hybrid. AI and human judgment together help organizations navigate uncertainty, develop creative approaches and respond quickly to global challenges. Companies need organizational models that strengthen this hybrid creativity and prepare employees for cooperation with AI.

Future academic work might be focused on several of the following new directions:

1. Empirical evaluation of hybrid decision-making models and particularly in multinational enterprises with complex supply chains; these studies could also measure how productivity, speed and quality of decisions improve when AI and humans work together.
2. Cross-cultural study of human creativity – finding out how people create in various cultural contexts and how to fit AI to them.
3. Industry-specific hybrid innovation comparison of how the former contributes more creatively while the latter remains creative.
4. Models of ethical governance, which will work best for incorporating AI systems in global operations without compromising privacy, autonomy, or cultural diversity.
5. Organizational transformations, studying long-term impacts hybrid creativity has on the corporate culture, employee capabilities and knowledge management systems.
6. Development of advanced business analytics platforms capable of integrating AI models with human-centric interpretive tools.

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