STRATEGIC ROLE OF HUMAN CAPITAL IN NAVIGATING HYBRID MARKETINGCUSTOMER-BASED IN CREATIVE INDUSTRIES IN THE AI ERA: AN SLR STUDY

Junef Ismailiyanto[1], Iman Hasan Ansyari MN[2]
Sekolah Tinggi Ilmu Ekonomi Bhakti Pembangunan, Indonesia
Corresponding e-mail: 1) junef.ismaliyanto@stiebp.ac.id; 2) imanhasan621@gmail.com.

Abstract

Digital transformation triggered by advances in artificial intelligence (AI) has driven the emergence of various new marketing models, including hybrid marketing (HM) that combines digital and traditional approaches; offline and online. Amidst these changes, the strategic role of Human Capital (HC) becomes crucial, especially in the creative industry that relies heavily on innovation, empathy, and customer engagement. This study aims to systematically explore how academic literature defines, conceptualizes, and evaluates the contribution of HC in the implementation of customer-based HM in the AI era, focusing on the creative industry sector. The Systematic Literature Review (SLR) method was used based on the PRISMA 2020 protocol. The literature was taken from the Scopus, SpringerLink, and Emerald Insight databases with a scope of publications from 2015 to June 10, 2025. Of the 8,297 articles identified, 65 articles were reviewed systematically and thematically. The findings group four main themes: (1) the strategic role of HC in guiding customer-based HM in the AI era; (2) adaptive competency of HR towards technology integration; (3) human-AI synergy in customer value creation; (4) the role of empathy, creativity, and soft skills in maintaining emotional closeness to customers; and (5) the challenges of digital transformation to marketing structures and functions in the creative industry. Practical implications include the need for HR reskilling, organizational transformation, and strengthening customer-based marketing strategies. The novelty of this study lies in the synthesis of literature that connects HC, AI, and hybrid marketing in the creative industry landscape. Its theoretical contribution opens up space for further exploration of customer-oriented human–AI collaborative models.

Keywords: *Human Capital, hybrid marketing, creative industry, AI, customer-based marketing, SLR.*

1. INTRODUCTION

The rapid development of artificial intelligence (AI) technology has revolutionized marketing strategies, driving the emergence of HM approaches that integrate digital and traditional channels to create holistic customer experiences. In creative industries—such as music, design, and digital content—that rely heavily on innovation and emotional engagement, adapting to this transformation is crucial. AI has accelerated the process of content production and distribution, but it still requires a human touch to ensure relevance and resonance with audiences (Anantrasirichai & Bull, 2022; HK Lee, 2022; Magableh et al., 2024). While AI offers efficiencies in data analysis and personalization, the role of human capital (HC) remains vital in creating added value through empathy, creativity, and understanding cultural context. Studies show that collaboration between AI and HC can improve the quality of creative output, but also pose challenges related to the redistribution of roles and skills within marketing teams. This is reinforced by findings from Gkikas and Theodoridis (2024) and Binlibdah (2024); which show that the role of HC is essential in interpreting AI analytics results into meaningful narratives, as well as ensuring ethics and relevance in every interaction with customers. In this context, it is important to understand how HC can

navigate customer-centric HM strategies in the AI era. Digital literacy alone is not enough; strong interaction design and social empathy skills are required (Qi et al., 2025; Jayasingh et al., 2025), as well as the adaptation of HC roles to curate customer experiences and custodians of organizational value (Reed et al., 2025; Mukherjee, 2022). Previous literature has discussed the adoption of AI in marketing and its impact on operational efficiency.

However, there is a gap in understanding the integration of HC strategic roles in HM implementation, especially in the creative industry. Most studies focus on the technological or consumer behavior aspects, without examining in depth the contribution of HR in designing and implementing marketing strategies that combine online and offline channels (An et al., 2024). The novelty of this study lies in the attempt to systematize the literature linking HC, HM, and creative industries in one analytical framework. With the Systematic Literature Review (SLR) approach, this study aims to identify key themes, conceptual trends, and knowledge gaps that can serve as a basis for future theory and practice development.

The main objective of this study is to explore the strategic role of HC in navigating customer-based HM in the AI era, with a focus on the creative industry. Through an analysis of current literature, this study seeks to answer the following Research Questions (PR):

PR1: What is the strategic role of HC in supporting the implementation of customer-based HM in the creative industry in the AI era based on a systematic literature review?

PR2: What are the key HC competencies needed to effectively manage HM in the creative industry ecosystem?

PR3: How is the integration between HC and AI technologies positioned in hybrid marketing strategies according to literature findings of the last 5 years?

PR4: What are the factors that can maintain emotional closeness with customers in the creative industry in the AI era?

PR5: What are the challenges and opportunities facing creative industry organizations in navigating customer-based marketing transformation with strategic HR support?

By answering these questions, this research is expected to provide theoretical contributions in the development of collaborative models between AI and HC in marketing, as well as practical implications for the development of HR and marketing strategies in the creative industry.

2. LITERATURE REVIEW

1) HC in the Context of Creative Industries

AI has revolutionized the marketing landscape by automating market segmentation, predicting consumer behavior, and personalizing content in real time (Wilson and Daugherty, 2018), but it still requires integration with human capabilities in data interpretation, cultural context, and strategic decision-making (Anantrasirichai & Bull, 2022). This is increasingly important in the creative industries that rely on emotional differentiation and personal engagement, where HM—the combination of physical and digital interactions—becomes a holistic strategy. The success of this approach cannot be separated from the strategic role of human capital (HC) as a bridge between technology and human values (HK Lee, 2022; Mukherjee, 2022; Öztaş & Arda, 2025). HC designs culturally and socially sensitive AI-based customer experiences, creating warm and affective communications, including through virtual personas and chatbots (Binlibdah, 2024; Qi et al., 2025; Jayasingh et al., 2025), making it a key element in shaping customer meaning and loyalty.

2) HM and the Evolution of Customer Strategy

HM combines digital and traditional channels to create flexible and personalized customer experiences (Kannan & Li, 2017), especially relevant in the post-pandemic economy that demands omnichannel interactions. Marketing is now adaptive to customer preferences and new technologies such as AI, big data, and automation tools (Chatterjee et al., 2021). However, the link between technology adoption and HR strategic contributions is rarely discussed explicitly. HC competencies in hybrid marketing include not only technological skills, but also data interpretation, digital ethics, and privacy-respecting personalization design (Stancu & Panait, 2025; Reed et al., 2025; Kim et al., 2025). AI processes and predicts, but meaningful decisions are still made by humans. The success of AI depends on HC's ability to balance technological efficiency with customer relational nuances

(Petrescu & Krishen, 2023; Magableh et al., 2024).

3) The Role of AI in Customer-Driven Marketing

Artificial intelligence (AI) technology has become a key enabler in the transformation of customer-centric marketing. Automation in segmentation, behavioral prediction, and content personalization can now be done in real time and at scale (Wilson & Daugherty, 2018). However, AI remains augmentative—not substitutive—to the human role in strategic decision-making, contextual interpretation, and emotional connection building (Anantrasirichai & Bull, 2022). The main challenge lies in the functional integration of AI and the human workforce, especially when technology adoption faces resistance due to digital competency gaps and organizational cultural pressures (Carlisle et al., 2023; Bîzoi & Bîzoi, 2024). Therefore, there is a need to develop a human–AI collaboration model that can balance algorithmic efficiency and human creativity. Recent studies even suggest the creation of new roles such as AI experience designer and ethical personalization strategist that require multidisciplinary expertise in technology, ethics, and emotional communication (Song and Bonanni, 2024; Yan et al., 2024).

4) Human-AI Collaboration in Creative Ecosystem

Human and AI collaboration is becoming a new model in creative organizations that implement a hybrid approach. This synergy creates new value in customer experience, but also presents challenges in adapting work roles, ethics, and digital leadership (Wilson & Daugherty, 2021; Petrescu et al., 2022; An et al., 2024). Therefore, HC management strategies must be adaptive and proactive in creating shared value with technology. HC is now positioned as an architect of meaningful interactions, a curator of customer value, and a controller of the ethical direction of technology (HK Lee, 2022; Magableh et al., 2024; Reed et al., 2025). HC includes individual knowledge, skills, creativity, and capabilities, and is a source of innovation and differentiation in the creative industry, although studies on the role of HR in the HM era are still limited (Amabile & Pratt, 2016).

5) Challenges and Opportunities Facing Creative Organizations in HM

In the context of implementing HM in the AI era, creative industry organizations are faced with major challenges that are both structural and cultural; namely the digital competency gap between human resources who are artistically creative but not yet fully technologically ready (Carlisle et al., 2023; Sarto et al., 2020), and the pressure of adaptation due to the acceleration of digital transformation that can trigger fatigue and resistance to change (Bîzoi & Bîzoi, 2024; Kim et al., 2025). On the other hand, organizations are also faced with the need to maintain ethical integrity in the use of customer data, especially when AI systems begin to touch on personal and emotional aspects of customer interactions (Reed et al., 2025; Naz & Kashif, 2024). However, behind these challenges, strategic opportunities are open, namely the ability to increase personalization efficiency in real-time, create consistent customer experiences across channels (Magableh et al., 2024; Haque et al., 2024), and give rise to a new profession, namely synergistic human-AI collaboration. Organizations that are able to build agile work structures, based on continuous learning and oriented towards ethics, will be in a superior position to navigate these changes sustainably.

6) Previous Research Gap

Most of the literature on HM and artificial intelligence (AI) still places HR as a technical support element, not as a strategic actor. In fact, the quality of human capital (HC)—especially in terms of creativity, empathy, and value-based decision-making—has been proven to be a determining factor in the success of complex marketing campaigns in the creative industry sector (Petrescu & Krishen, 2023). These studies do review the importance of human and AI collaboration in marketing, but there has been no systematic study that holistically integrates the perspectives of HC, HM, and AI in the context of the creative industry.

The articles in this study provide an important foundation in the development of adaptive HR, but have not responded to the complexity of the strategic role of human capital in the AI-based HM ecosystem, especially in the context of the creative industry. This study can bridge the gap through an approach that is: based on human-AI

integration, focuses on customer emotional experiences, encourages ethical and culturally valuable system design, and positions HC as a strategic partner in organizational transformation.

3. METHODOLOGY

1) Research Design

This study uses a Systematic Literature Review (SLR) approach to identify, evaluate, and synthesize empirical and conceptual studies relevant to the topics of HC, HM, creative industries, and artificial intelligence (AI). SLR was chosen because it is able to present a transparent, structured, and replicable literature synthesis (Snyder, 2019). According to Linnenluecke et al. (2020); that SLR plays an important role in supporting various stages of research, such as formulating the context and limitations of the problem, finding a relevant theoretical basis, strengthening the rationale for research, differentiating previous research from new research opportunities, identifying key findings and their methodologies, and preventing unnecessary research duplication.

2) SLR Protocol: PRISMA, Inclusion and Exclusion Criteria

The literature selection process followed the PRISMA 2020 protocol; to ensure methodological transparency through four stages: identification, screening, eligibility, and inclusion. PRISMA includes checklists, explanations, and flowcharts, and can be applied to various types of systematic reviews, including original, updated, and dynamic (Page et al., 2021). The four main stages are operationally described as follows:
   a) Identification: Initial searches were conducted from web databases: Scopus, Emerald Insight and Sringer Nature using a combination of keywords and Boolean operators such as: "Human Capital" AND "hybrid marketing" AND "creative industries" AND "artificial intelligence"`.
   b) Screening: this screening process includes the use of automatic filters embedded in the article database web above, such as: data taken is only research articles, using English, open access, and published in the last 10 years, and duplicates are removed.
   c) Eligibility: Irrelevant articles; from the title and abstract are eliminated, and at the end are articles that are less focused on the theme are also eliminated.
   d) Inclusion: finally at this stage only articles that meet all the criteria are included in the final analysis.

3) Analysis and Synthesis

The selected studies were analyzed using two approaches:
   a) Bibliometric Analysis: (Using VOSviewer) to map research trends, author collaborations, and dominant keywords showing topic developments over the last five years.
   b) Thematic Analysis: To identify the main themes in the context of the relationship between variables.

4) Validity and Replicability

To enhance validity, article screening was performed by two independent researchers, and the results were compared to reach consensus. Full documentation is available to ensure future replication of the SLR process.

4. RESULTS AND DISCUSSION

1) Study Selection Process

A total of 8,297 articles were identified through the Scopus, Emerald Insight, and Springer Nature Link databases. After being filtered with the criteria explained above; a total of 7,449 articles were removed or eliminated, leaving 848 articles. Furthermore, articles that were less relevant in their titles and abstracts, namely 754 articles, were removed, leaving 94 articles that were eligible or met the requirements. However, in the next process, there were several articles that did not match the theme, namely 29 articles, so that in the final stage there were only 65 articles that would be analyzed in this study.

2) PRISMA Diagram

       The systematization process carried out in reviewing all the literature above is presented as a PRISMA diagram in Figure 1 below
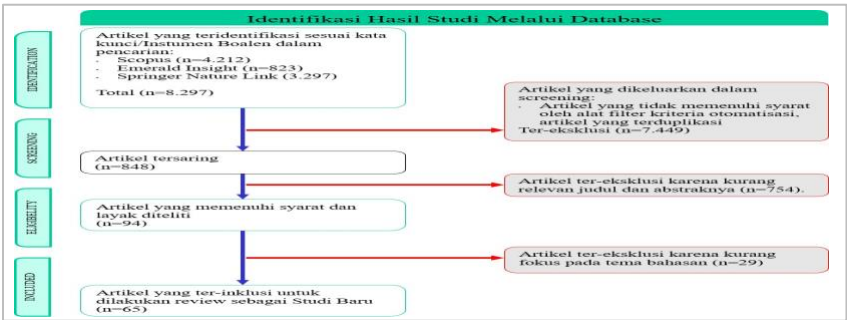

Figure 1: PRISMA 2020 Scheme for SLR

3) Bibliometric Analysis

    After being analyzed using VOSviewer) the display obtained was as in Figure 2.
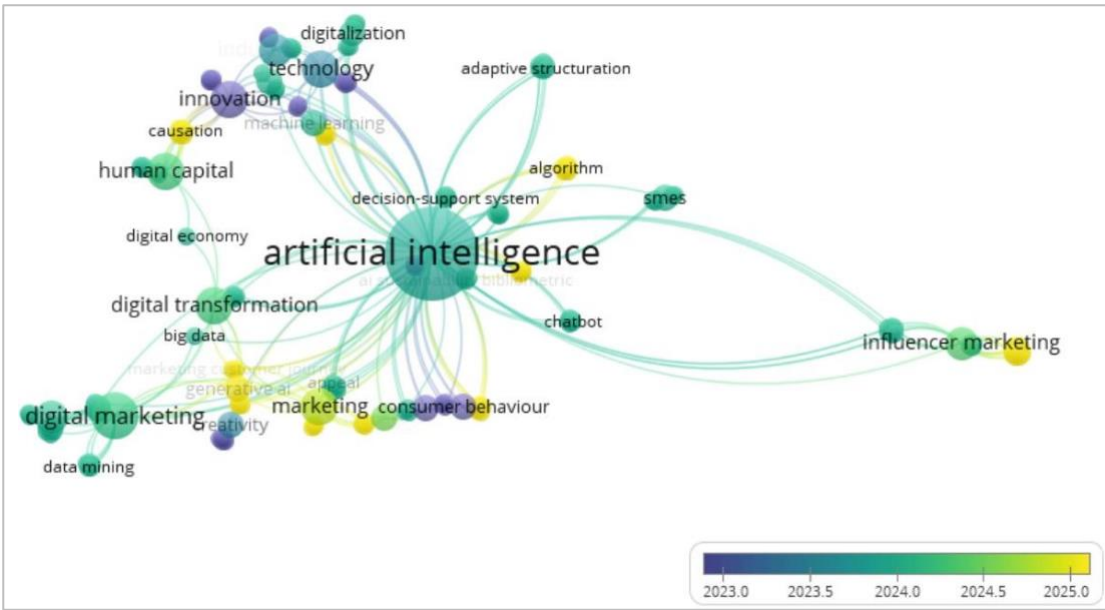

Figure 2: Processed data results with VOSviewer

       Referring from Figure 2 above; that in the last ten years in research related to this research title; several keywords that have a connection in research studies, including the dominant ones are AI, Influencer marketing, marketing, digital marketing, digital information, human capital, innovation and technology. While the latest research trends (June 2025) are seen in influencer marketing, consumer behavior, generative ai and others. The human capital theme is dominant in 2024.

       HC becomes a strategic node in the literature network linking AI, digital transformation, and marketing strategy. In the context of customer-based HM, the role of HR becomes increasingly important—not only as an implementer, but also as a catalyst for adaptation, innovation, and sustainable growth in the AI era.

4) Thematic Discussion based on PR1–PR5

      a)   PR1: The strategic role of human capital (HC) is reflected in its ability to redesign the role of humans

in an increasingly digitalized and automated marketing system. HC does not only function as an operational task executor, but as:

a) Customer experience designer (HK Lee, 2022); (Binlibdah, 2024),
b) Translating brand values into the context of digital interactions (Öztaş and Arda, 2025),
c) The link between data and human stories through the interpretation of AI results (Liu et al., 2025; Gkikas and Theodoridis, 2024).
d) Maintaining brand value consistency amidst adaptive personalization technologies (Liu et al., 2025), (Gieselmann et al., 2025), (Xu et al., 2024), (Arachchi & Samarasinghe, 2024).
e) Brand persona and emotional memory builders that cannot be substituted by AI (Baltacı et al., 2025), (Witkowski & Wodecki, 2025), (Badghish & Soomro, 2024).

This role is particularly relevant in the creative industries, where products are valued not only for their function, but for the narrative and emotional connection that accompanies them.

b) PR2: The SLR results show that the required competencies do not focus on technical AI literacy, but on strategic and humanistic abilities, namely:

a) AI-Based Consumer Data Interpretation: the ability to understand analytical results and relate them to social and cultural contexts (Stancu and Panait, 2025); (Gkikas and Theodoridis, 2024).
b) Hybrid Interaction Design: combining technology and personal interactions in customer experiences (Qi et al., 2025); (Petrescu & Krishen, 2023).
c) Technology Ethics and Social Empathy: ensuring that personalization does not become exploitation, and maintaining customer trust (Reed et al., 2025); (Kim et al., 2025).
d) Creative Adaptability: readiness to continuously learn and respond to new industry and technology dynamics (HK Lee, 2022); (Mukherjee, 2022).
e) Identifying new soft skills needed, such as cross-channel storytelling, ethical judgment, and experience curation (Beyari et al., 2024), (Rademakers & Zierahn-Weilage, 2024), (Elnaggar et al., 2025), (Gerlich, 2025), (Akbar & Widowati, 2024)
f) Emphasizing the importance of agility, digital narrative literacy, and the ability to transform AI insights into creative actions (Hoffmann et al., 2025), (Willcocks, 2024), (Yadav et al., 2023), (Paşcalău et al., 2024).

This competency shows that human capital in the creative industry needs to have a collaborative mindset with technology, not a defensive one towards AI.

c) PR3: The integration of HC and AI in hybrid marketing strategies forms what is called a human-AI co-creation model. This model is characterized by:

a) AI as an enabler of analytics and automation (Magableh et al., 2024); (Haque et al., 2024),
b) HC as a designer of meaning and quality of interaction (HK Lee, 2022); (Petrescu & Krishen, 2023),
c) The emergence of new roles such as AI Experience Designer or Ethical Personalization Strategist (Qi et al., 2025); (Yan et al., 2024).
d) Effective collaboration between HC and AI demands orchestration, not substitution (Alexander & Belloni, 2024), (Mikhlina & Saukkonen, 2024), (Karimova et al., 2024), (Hendrayati et al., 2024), (Horton, 2024).
e) AI-based decision making still requires human intuition and empathy, especially in brand positioning (Giuggioli & Pellegrini, 2023), (Safuan & Syafira, 2024), (Aydin et al., 2023).

A successful strategy that combines AI and HC symbiotically can create efficient and meaningful customer experiences.

d) PR4: Factors that maintain emotional closeness involve system design that maintains human values in a digital context, including:

a) personal and culture-based storytelling (Öztaş & Arda, 2025); (HK Lee, 2022),
b) use of virtual personas with a warm and relevant communication style (Qi et al., 2025); (Yan et al., 2024),
c) interactions that are not only fast, but also empathetic and transparent (Gerlich, 2025); (Reed et al., 2025),

    d) parasocial AI-human design orchestrated by HC (Jayasingh et al., 2025).

    e) the importance of personalized emotional design by HC to maintain customer intimacy (Hartmann et al., 2025), (de Mattos et al., 2024), (Isnaini & Muslimin, 2024), (Gündüzyeli, 2024), (Church, 2024).

    f) warm relationships are formed when digital interactions are given social context and empathetic narratives (Andersson et al., 2024), (Levy et al., 2020), (Gonzales, 2023), (WJ Lee, 2024).

This shows that customer emotions do not come from the AI, but from the way the AI is designed and curated by humans.

  e) PR5: Challenges and opportunities faced by creative industry organizations in navigating customer-based marketing transformation with strategic HR support, namely:

    a) Challenges: HC skills gap in emerging technologies (Carlisle et al., 2023); (Sarto et al., 2020), Digital fatigue and AI adaptation pressure (Kim et al., 2025); (Bîzoi & Bîzoi, 2024), Risk of algorithmic bias and decreased consumer trust (Reed et al., 2025); (Naz & Kashif, 2024). Role resistance and skill inequality (Iqbal et al., 2025), (Yu, 2024), (Rita et al., 2025), (Thottoli et al., 2025), (Bukartaite & Hooper, 2023), (Sarto et al., 2020), (Bottrill, 2022).

    b) Opportunities: Increased effectiveness and efficiency in personalization (Magableh et al., 2024); (Haque et al., 2024), Formation of adaptive and value-based hybrid marketing models (Binlibdah, 2024), Emergence of new HC roles that are more strategic and collaborative with AI (HK Lee, 2022); (Mukherjee, 2022). The need for reskilling the HC ecosystem by emphasizing empathy-based soft skills and ethical curation (Gieselmann et al., 2025), (Akbar & Widowati, 2024), (Aydin et al., 2023).

     Organizations that are able to address these challenges by building agile and ethical structures will be better prepared for the AI-driven transformation of the creative industries.

5) Key Findings

     The results of a systematic study of 65 scientific articles revealed that the strategic role of human capital (HC) in HM in the creative industries focuses on the following five main domains: First, HC is positioned as a determinant of social and cultural values in customer-based marketing strategies. The studies of HK Lee, (2022) and Binlibdah, (2024); emphasized that in the context of the creative industry, the meaning and authenticity of content cannot be completely replaced by AI, and HC acts as a value curator that reflects the identity, emotions, and social norms of customers. This is reinforced by Liu et al., (2025); Gieselmann et al., (2025); Xu et al., (2024); Booyse and Scheepers, (2024); Arachchi and Samarasinghe, (2024); who emphasize the importance of the role of humans in securing social values and brand image in technology-based marketing systems (Badghish and Soomro, 2024); (Botti and Baldi, 2024); (Baltacı et al., 2025); (Witkowski and Wodecki, 2025). Second, the dominance of emotional narrative and storytelling themes in creating customer engagement has emerged. Articles by Qi et al., (2025); Jayasingh et al., (2025); and Mukerjee et al., (2023) show that strong customer experiences are shaped by HC's ability to craft resonant and empathetic digital communication scenarios, which cannot be fully automated by AI. The emphasis on HC's role in designing brand personas and building emotional memory also appears in Willcocks, (2024); Pașcalău et al., (2024); Yadav et al., (2023), and de Mattos et al., (2024).

     Third, HC acts as a translator of AI analytical results into humanly relevant marketing strategies. Although AI is capable of analyzing data on a large scale, studies by Gkikas and Theodoridis, (2024) and Reed et al., (2025) show that the final interpretation to determine marketing actions still depends on intuition, empathy, and contextual knowledge possessed by HR. This finding is reinforced by Alexander and Belloni, (2024); Mikhlina and Saukkonen, (2024); Karimova et al., (2024), and Hendrayati et al., (2024), who emphasize that HC plays a role as an orchestrator in transforming data into action narratives, as also described by Giuggioli and Pellegrini, (2023); Safuan and Syafira, (2024). Fourth, the role of HC in managing personalization ethics emerges. Personal branding, psychographic targeting, and AI-based content must be designed ethically. Articles by Naz and Kashif, (2024); Wirtz et al., (2018); and Magableh et al., (2024) voice the importance of human oversight in automated decision-making so as not to violate customer privacy and values. This role is also raised in Gerlich, (2025); Akbar and Widowati, (2024); and Aydin et al.,

(2023), who emphasize the need for ethical judgment competence as part of hybrid marketing work.

Fifth, HC also designs AI-human interaction patterns that are aligned with customer experience values. Petrescu and Krishen, (2023) and Aljabari et al., (2024) mention the strategic role in designing multi-channel interaction scenarios that maintain a relational and warm feel in a digital context. This is expanded through Isnaini and Muslimin (2024), Gündüzyeli, (2024), Church, (2024), and WJ Lee, (2024), who emphasize empathetic design and interaction choreography based on social and emotional sensitivity. The above findings suggest that the strategic role of human capital has shifted from being a mere user of technology to a designer of meaning, curator of ethics, and architect of customer experience in the AI-based hybrid marketing landscape. This role is crucial especially in the creative industry that demands originality, flexibility, and emotional closeness to customers.

6) Scientific Uniqueness and Novelty (Novelty)

The analysis conducted in this research has obtained a new paradigm which is a combination of the following points:

a) AI–Human Co-Creation Paradigm in HM: This study asserts that the success of HM is not only determined by the sophistication of technology, but also by the ability of HC to form a collaborative ecosystem between humans and machines ethically and emotionally. This broadens the perspective in the traditional customer experience management (CEM) model.

b) Repositioning HC as Ethical Architect and Emotional Curator; The concept of HC is developed from merely an operational actor to a moral controller of AI systems, managing aspects of personalization, algorithmic bias, and sensitivity to local cultural values. This fills the theoretical gap in the AI–marketing literature that minimally discusses the HR-based ethical side.

c) HC Framework as Translator of Data-Driven Insight to Human Insight; This study constructs a new role for HC as a bridge between AI analytics results and customers' emotional needs and meanings. This role has not been explicitly documented in previous literature.

d) Affirming the Role of HC in Customer-AI Interaction Design; This study identifies the importance of HC in designing four emotional touchpoints in customer-AI interactions: empathy, interaction rhythm, narrative, and escalation to humans. This opens up new areas for the study of human–AI interaction design in marketing.

e) Practical Contribution: Recommendations for New HC Roles in the AI Era: This study proposes the creation of new roles such as Human-AI Experience Designer, Ethical Personalization Strategist, and Narrative Interaction Architect as a response to new needs in AI-based creative organizations.

5. CONCLUSION AND IMPLICATIONS

1) Conclusion

A systematic review of these 65 articles resulted in the following conclusions:

a) Human Capital(HC) plays a strategic role in navigating HM in the creative industry in the AI era.

b) HC is not only an implementer, but also a director of meaning, emotion, and ethics in the marketing process that is now driven by technology. Key competencies needed include narrative creativity, digital empathy, AI ethical literacy, and the ability to manage customer experiences based on data and value;

c) The integration of HC and AI has proven most effective in collaborative models that position HC as the bridge between algorithmic intelligence and human sensitivity;

d) The main factors that maintain emotional closeness to customers are empathetic interaction design, authentic storytelling, and the human touch in automated systems.

e) The main challenges include resistance to change, competency gaps, and ethical dilemmas, but opportunities are wide open through innovation in the role of HC that is more proactive, adaptive, and meaningful in creating shared value.

These findings emphasize that human capital remains essential, even in an increasingly automated

ecosystem, as it holds sway over meaning-making, value alignment, and ethical governance in hybrid marketing.

2) Theoretical Implications

This research strengthens the human-centered AI approach in digital marketing strategy, presenting a new framework that effective personalization is not just a function of algorithms, but of narratives and values curated by humans. In addition, this research also offers a new competency model for HR in the creative industry that combines creative adaptability, technology ethics, and cultural sensitivity.

Practical Implications

a) For Creative Industry Organizations: Competency audits and job redesign are needed to create collaborative workspaces between AI and creative human resources. New work units such as the AI–CX (Customer Experience) Design Unit or Ethical AI Governance Taskforce need to be formed.
b) For HR Management and Training: HR development programs must balance technical skills (data interpretation) with emotional soft skills, narrative communication, and understanding of digital ethics.
c) For Policymakers and Regulators: AI-based digital marketing regulations need to include ethical standards for personalization controlled by HC, and a policy framework needs to be created on protecting customers' emotional affection and integrity in digital systems.

Further Research Recommendations

a) Developing a theoretical model of Human–AI integration in hybrid marketing, with a cross-sector empirical approach.
b) Longitudinal research on the transformation of the role of creative human resources due to the use of AI in the field.
c) Testing the effectiveness of AI-Human based emotional CX design in forming long-term customer loyalty.
d) Developing the Human Capital Adaptability Index in the AI Ecosystem as a strategic organizational measurement tool.

REFERENCES

Akbar, R., & Widowati, R. (2024). Trends in Digital Transformation and Marketing Productivity. International Research Journal of Multidisciplinary Scope (IRJMS), 5(4), 266–282. https://doi.org/10.47857/irjms.2024.v05i04.01608

Alexander, W. R. J., & Belloni, R. (2024). Artificial Intelligence and the Sustainability of the Signaling and Human Capital Roles of Higher Education. Sustainability (Switzerland), 16(20). https://doi.org/10.3390/su16208802

Aljabari, M., Althuwaini, S., Bouguerra, A., Sharabati, A. A. A., Allahham, M., & Allan, M. (2024). The impact of digital marketing strategies on innovation: The mediating role of AI: A critical study of SMEs in the KSA market. International Journal of Data and Network Science, 8(4), 2029–2036. https://doi.org/10.5267/j.ijdns.2024.7.006

An, M., Lin, J., & Luo, X. (Robert). (2024). The impact of human AI skills on organizational innovation: The moderating role of digital organizational culture. Journal of Business Research, 182, 114786. https://doi.org/10.1016/J.JBUSRES.2024.114786

Anantrasirichai, N., & Bull, D. (2022). Artificial intelligence in the creative industries: a review. Artificial

Intelligence Review, 55(1), 589–656. https://doi.org/10.1007/s10462-021-10039-7

Andersson, S., Aagerup, U., Svensson, L., & Eriksson, S. (2024). Challenges and opportunities in the digitalization of the B2B customer journey. Journal of Business and Industrial Marketing, 39(13), 160–174. https://doi.org/10.1108/JBIM-12-2023-0714

Arachchi, H. A. D. M., & Samarasinghe, G. D. (2024). Impact of embedded AI mobile smart speech recognition on consumer attitudes towards AI and purchase intention across Generations X and Y. European Journal of Management Studies, 29(1), 3–29. https://doi.org/10.1108/ejms-03-2023-0019

Aydin, E., Rahman, M., & Ozeren, E. (2023). Does Industry 5.0 Reproduce Gender (In)equalities at Organisations? Understanding the Interaction of Human Resources and Software Development Teams in Supplying Human Capitals. Information Systems Frontiers. https://doi.org/10.1007/s10796-023- 10450-1

Badghish, S., & Soomro, Y. A. (2024). Artificial Intelligence Adoption by SMEs to Achieve Sustainable Business Performance: Application of Technology–Organization–Environment Framework. Sustainability (Switzerland) , 16(5). https://doi.org/10.3390/su16051864

Baltacı, D. Ç., Durmaz, Y., & Baltacı, F. (2025). The mediating role of attitudes in the effect of human and environment-centered value orientation on green cosmetic product purchasing behavior: comparison of different countries. Environment, Development and Sustainability. https://doi.org/10.1007/s10668- 025-06173- 9

Beyari, H., Hashem, T. N., & Alrusaini, O. (2024). Neuromarketing: Understanding the effect of emotion and memory on consumer behavior by mediating the role of artificial intelligence and customers' digital experience. Journal of Project Management (Canada), 9(4), 323–336. https://doi.org/10.5267/j.jpm.2024.9.001

Binlibdah, S. (2024). Investigating the Role of Artificial Intelligence to Measure Consumer Efficiency: The Use of Strategic Communication and Personalized Media Content. Journalism and Media, 5(3), 1142– 1161. https://doi.org/10.3390/journalmedia5030073

Bîzoi, A. C., & Bîzoi, C. G. (2024). Neuroethical implications of AI-driven productivity tools on intellectual capital: a theoretical and econometric analysis. Journal of Intellectual Capital, 26(7), 1–23. https://doi.org/10.1108/JIC-07-2024-0218

Booyse, D., & Scheepers, C. B. (2024). Barriers to adopting automated organisational decision-making through the use of artificial intelligence. Management Research Review, 47(1), 64–85. https://doi.org/10.1108/MRR-09- 2021-0701

Botti, A., & Baldi, G. (2024). Business model innovation and Industry 5.0: a possible integration in GLAM institutions. European Journal of Innovation Management. https://doi.org/10.1108/EJIM-09-2023- 0825

Bottrill, C. (2022). Human capital futures: an educational perspective. Journal of Tourism Futures, 8(2), 254–258. https://doi.org/10.1108/JTF-04-2021-0101

Bukartaite, R., & Hooper, D. (2023). Automation, artificial intelligence and future skills needs: an Irish perspective. European Journal of Training and Development, 47(10), 163–185. https://doi.org/10.1108/EJTD- 03-2023-0045

Carlisle, S., Ivanov, S., & Dijkmans, C. (2023). The digital skills divide: evidence from the European tourism industry. Journal of Tourism Futures, 9(2), 240–266. https://doi.org/10.1108/JTF-07-2020- 0114

Church, N. J. (2024). Maintaining Your Marketing Competitiveness Through Marketing Innovations. Mercados y Negocios, 2024(51), 3–30. https://doi.org/10.32870/myn.vi51.7713

de Mattos, C. A., Correia, F. C., & Kissimoto, K. O. (2024). Artificial Intelligence Capabilities for Demand Planning Process. Logistics, 8(2). https://doi.org/10.3390/logistics8020053

Elnaggar, E. A., Abdelrahman, A. I., Arab, M. A. A., Khalifa, H. A. M., Alotaibi, M. N., Alhomaid, A., Eleraki, R. A. M., & Aziz, S. Z. A. (2025). The Artificial Intelligence Application and Its Influence on the Marketing Innovation: Mediation of The Marketing knowledge Management An applied study on The Egyptian Public Commercial Banks. Qubahan Academic Journal, 5(1), 842–859. https://doi.org/10.48161/qaj.v5n1a1627

Gerlich, M. (2025). The Shifting Influence: Comparing AI Tools and Human Influencers in Consumer Decision-Making. AI (Switzerland), 6(1). https://doi.org/10.3390/ai6010011

Gieselmann, M., Erdsiek, D., Rost, V., & Sassenberg, K. (2025). Do managers accept artificial intelligence? Insights into the role of business area and AI functionality. Journal of Economic Psychology, 108. https://doi.org/10.1016/j.joep.2025.102804

Giuggioli, G., & Pellegrini, M. M. (2023). Artificial intelligence as an enabler for entrepreneurs: a systematic literature review and an agenda for future research. In International Journal of Entrepreneurial Behaviour and Research (Vol. 29, Issue 4, pp. 816–837). Emerald Publishing. https://doi.org/10.1108/IJEBR-05-2021-0426

Gkikas, D. C., & Theodoridis, P. K. (2024). Predicting Online Shopping Behavior: Using Machine Learning and Google Analytics to Classify User Engagement. Applied Sciences (Switzerland), 14(23). https://doi.org/10.3390/app142311403

Gonzales, J. T. (2023). Implications of AI innovation on economic growth: a panel data study. Journal of Economic Structures, 12(1). https://doi.org/10.1186/s40008-023-00307-w

Gündüzyeli, B. (2024). Artificial Intelligence in Digital Marketing Within the Framework of Sustainable Management. Sustainability (Switzerland), 16(23). https://doi.org/10.3390/su162310511

Haque, A., Akther, N., Khan, I., Agarwal, K., & Uddin, N. (2024). Artificial Intelligence in Retail Marketing: Research Agenda Based on Bibliometric Reflection and Content Analysis (2000–2023). Informatics, 11(4). https://doi.org/10.3390/informatics11040074

Hartmann, J., Exner, Y., & Domdey, S. (2025). The power of generative marketing: Can generative AI create superhuman visual marketing content? International Journal of Research in Marketing, 42(1), 13–31. https://doi.org/10.1016/j.ijresmar.2024.09.002

Hendrayati, H., Achyarsyah, M., Marimon, F., Hartono, U., & Putit, L. (2024). The Impact of Artificial Intelligence on Digital Marketing: Leveraging Potential in a Competitive Business Landscape. Emerging Science Journal, 8(6), 2343–2359. https://doi.org/10.28991/ESJ-2024-08-06-012

Hoffmann, A., Kanbach, D. K., & Kraus, S. (2025). Entrepreneurship through acquisition in the digital age: exploring website ownership patterns and motivations for selling. Journal of Enterprising Communities. https://doi.org/10.1108/JEC-08-2024-0144

Horton, A. (2024). Causal Economic Machine Learning (CEML): "Human AI." AI, 5(4), 1893–1917. https://doi.org/10.3390/ai5040094

Iqbal, A., Zhang, W., & Jahangir, S. (2025). Building a Sustainable Future: The Nexus Between Artificial Intelligence, Renewable Energy, Green Human Capital, Geopolitical Risk, and Carbon Emissions Through the Moderating Role of Institutional Quality. Sustainability (Switzerland), 17(3). https://doi.org/10.3390/su17030990

Isnaini, S., & Muslimin, A. I. (2024). The Role of AI in Enhancing Marketing Communication: Implications for Policy and Development in Indonesian Higher Education. Studies in Media and Communication, 12(4), 10–16. https://doi.org/10.11114/smc.v12i4.7013

Jayasingh, S., Sivakumar, A., & Vanathaiyan, A. A. (2025). Artificial Intelligence Influencers' Credibility Effect on Consumer Engagement and Purchase Intention. Journal of Theoretical and Applied Electronic Commerce Research , 20(1). https://doi.org/10.3390/jtaer20010017

Karimova, G. Z., Kim, Y. D., & Shirkhanbeik, A. (2024). Poietic symbiosis or algorithmic subjugation: generative AI technology in marketing communications education. Education and Information Technologies. https://doi.org/10.1007/s10639-024-12877-8

Kim, B. J., Kim, M. J., & Lee, J. (2025). The dark side of artificial intelligence adoption: linking artificial intelligence adoption to employee depression via psychological safety and ethical leadership. Humanities and Social Sciences Communications, 12(1). https://doi.org/10.1057/s41599-025-05040- 2

Lee, H. K. (2022). Rethinking creativity: creative industries, AI and everyday creativity. Media, Culture and Society, 44(3), 601–612. https://doi.org/10.1177/01634437221077009

Lee, W. J. (2024). SERVICE FAILURE BY HUMAN, SERVICE RECOVERY BY AI CHATBOT: THE IMPACT OF JUSTICE, AI EFFICACY ON RECOVERY EFFORT. Virtual Economics, 7(4), 48–63. https://doi.org/10.34021/ve.2024.07.04(3)

Levy, P., Morecroft, J., & Rashidirad, M. (2020). Developing a transformational digital strategy in an SME: The role of responsible management. Emerald Open Research, 2, 52. https://doi.org/10.35241/emeraldopenres.13842.1

Linnenluecke, M. K., Marrone, M., & Singh, A. K. (2020). Conducting systematic literature reviews and bibliometric analyses. Australian Journal of Management, 45(2), 175–194. https://doi.org/10.1177/0312896219877678/ASSET/806B9CC2-6A6A-48FD-93D2-019785E90818/ASSETS/IMAGES/LARGE/10.1177_0312896219877678-FIG7.JPG

Liu, G., Zhang, S. X., Ko, W. W., Jahanshahi, A. A., Chen, Y., & John, J. (2025). Causation processes and innovation strategy in small- and medium-sized firms in emerging countries: The moderating role of founder-CEOs' human capital. Technological Forecasting and Social Change, 212. https://doi.org/10.1016/j.techfore.2024.123954

Magableh, I. K., Mahrouq, M. H., Ta'Amnha, M. A., & Riyadh, H. A. (2024). The Role of Marketing Artificial Intelligence in Enhancing Sustainable Financial Performance of Medium-Sized Enterprises Through Customer Engagement and Data-Driven Decision-Making. Sustainability (Switzerland), 16(24). https://doi.org/10.3390/su162411279

Mikhlina, A., & Saukkonen, J. (2024). Using Personas in Human Capital Management: A Novel Concept Affected by Legal, Ethical and Technological Considerations. Electronic Journal of Knowledge Management, 22(2), 50–62. https://doi.org/10.34190/ejkm.22.2.3594

Mukerjee, J., Thurik, R., Torrès, O., & Wismans, A. (2023). Measuring organizational play in small businesses. Management Review Quarterly, 74(4), 2443–2476. https://doi.org/10.1007/S11301-023- 00363-3/TABLES/7

Mukherjee, A. N. (2022). Application of artificial intelligence: benefits and limitations for human potential and labor-intensive economy – an empirical investigation into pandemic ridden Indian industry. Management Matters, 19(2), 149–166. https://doi.org/10.1108/manm-02-2022-0034

Naz, H., & Kashif, M. (2024). Artificial intelligence and predictive marketing: an ethical framework from managers' perspective. Spanish Journal of Marketing - ESIC. https://doi.org/10.1108/SJME-06-2023- 0154

Öztaş, Y. E., & Arda, B. (2025). Re-evaluating creative labor in the age of artificial intelligence: a qualitative case study of creative workers' perspectives on technological transformation in creative industries. AI and Society. https://doi.org/10.1007/s00146-025-02180-6

Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., Shamseer, L., Tetzlaff, J. M., Akl, E. A., Brennan, S. E., Chou, R., Glanville, J., Grimshaw, J. M., Hróbjartsson, A., Lalu, M. M., Li, T., Loder, E. W., Mayo-Wilson, E., McDonald, S., … Moher, D. (2021). The PRISMA 2020 statement: an updated guideline for reporting systematic reviews. BMJ, 372. https://doi.org/10.1136/BMJ.N71

Pașcalău, S. V., Popescu, F. A., Bîrlădeanu, G. L., & Gigauri, I. (2024). The Effects of a Digital Marketing Orientation on Business Performance. Sustainability (Switzerland), 16(15). https://doi.org/10.3390/su16156685

Petrescu, M., & Krishen, A. S. (2023). Hybrid intelligence: human–AI collaboration in marketing analytics. In Journal of Marketing Analytics (Vol. 11, Issue 3, pp. 263–274). Palgrave Macmillan. https://doi.org/10.1057/s41270-023-00245-3

Qi, T., Liu, H., & Huang, Z. (2025). An assistant or A friend? The role of parasocial relationship of human- computer interaction. Computers in Human Behavior, 167. https://doi.org/10.1016/j.chb.2025.108625

Rademakers, E., & Zierahn-Weilage, U. (2024). New Technologies: End of Work or Structural Change? Economists' Voice. https://doi.org/10.1515/ev-2024-0046

Reed, C., Wynn, M., & Bown, R. (2025). Artificial Intelligence in Digital Marketing: Towards an Analytical Framework for Revealing and Mitigating Bias. Big Data and Cognitive Computing, 9(2). https://doi.org/10.3390/bdcc9020040

Rita, P., Omran, W., Ramos, R. F., & Costa, T. (2025). Exploring the Applications of Artificial Intelligence in Marketing: A Topic Modelling Analysis. Tourism & Management Studies, 21(1), 39–55. https://doi.org/10.18089/tms.20250103

Safuan, & Syafira, A. (2024). Artificial Intelligence in Indonesian Ports: Opportunities and Challenges. Transactions on Maritime Science, 13(2). https://doi.org/10.7225/toms.v13.n02.w07

Sarto, F., Saggese, S., Viganò, R., & Mauro, M. (2020). Human capital and innovation: mixing apples and oranges on the board of high-tech firms. Management Decision, 58(5), 897–926. https://doi.org/10.1108/MD-06-2017-0594

Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. Journal of Business Research, 104, 333–339. https://doi.org/https://doi.org/10.1016/j.jbusres.2019.07.039

Song, X., & Bonanni, C. (2024). AI-Driven Business Model: How AI-Powered Try-On Technology Is Refining the Luxury Shopping Experience and Customer Satisfaction. Journal of Theoretical and Applied Electronic Commerce Research , 19(4), 3067–3087. https://doi.org/10.3390/jtaer19040148

Stancu, A., & Panait, M. (2025). Marketing Strategy Metamorphosis Under the Impact of Artificial Intelligence Services. Systems, 13(4). https://doi.org/10.3390/systems13040227

Thottoli, M. M., Cruz, M. E., & Al Abri, S. S. S. (2025). The incubation revolution: transforming entrepreneurial education with artificial intelligence. Asia Pacific Journal of Innovation and Entrepreneurship, 19(1), 2–23. https://doi.org/10.1108/APJIE-11-2023-0221

Willcocks, L. P. (2024). Automation, digitalization and the future of work: A critical review. Journal of Electronic Business & Digital Economics, 3(2), 184–199. https://doi.org/10.1108/jebde-09-2023-0018

Wirtz, J., Patterson, P. G., Kunz, W. H., Gruber, T., Lu, V. N., Paluch, S., & Martins, A. (2018). Brave new world: service robots in the frontline. Journal of Service Management, 29(5), 907–931. https://doi.org/10.1108/JOSM-04-2018-0119

Witkowski, A., & Wodecki, A. (2025). Where does AI play a major role in the new product development and product management process? Management Review Quarterly. https://doi.org/10.1007/s11301-025-00533-5

Xu, X., Wang, Y., Cheng, T. C. E., & Choi, T. M. (2024). Should live broadcasting platforms adopt artificial intelligence? A sales effort perspective. European Journal of Operational Research, 318(3), 979–999. https://doi.org/10.1016/j.ejor.2024.05.021

Yadav, U. S., Tripathi, R., Tripathi, M. A., Ghosal, I., Kumar, A., Mandal, M., & Singh, A. (2023). Digital and innovative entrepreneurship in the Indian handicraft sector after the COVID-19 pandemic: challenges and opportunities. Journal of Innovation and Entrepreneurship, 12(1). https://doi.org/10.1186/s13731-023-00337-5

Yan, X., Huam, H. T., & Sade, A. B. (2024). Is AI Better than Humans? Unveiling the Boundary Conditions Under Which Virtual Influencers Outperform Human Influencers in Endorsing Sustainable Products. Sustainability (Switzerland), 16(22). https://doi.org/10.3390/su16229896

Yu, G. (2024). Digital transformation, human capital upgrading, and enterprise ESG performance: Evidence from Chinese listed enterprises. Oeconomia Copernicana, 15(4), 1465–1508. https://doi.org/10.24136/oc.3058

Attachment

Table of Relevance of 65 Articles to Research Questions 1-5

No	Writer	Main Focus	PR 1	PR 2	PR 3	PR 4	PR 5
1	The Last Supper (2024)	Digital transformation & marketing productivity	■	■		■	
2	Alexander & Belloni (2024)	AI & HC roles in higher education	■		■		■
3	Aljabari et al. (2024)	AI-mediated innovation in SMEs marketing	■		■		
4	An, Lin & Luo (2024)	Human-AI skills & digital culture	■		■	■	
5	Anantrasirichai & Bull (2022)	AI in creative industries		■		■	■
6	Andersson et al. (2024)	Digitalization in B2B journey	■		■	■	
7	Arachchi & Samarasinghe (2024)	AI speech tech & Gen X/Y		■	■	■	■
8	Aydin et al. (2023)	Gender & HR in Industry 5.0	■			■	■
9	Badghish & Soomro (2024)	AI adoption in SMEs for sustainability	■		■		
10	Baltacı et al. (2025)	Green values & cosmetic buying		■	■		■

No	Writer	Main Focus	PR 1	PR 2	PR 3	PR 4	PR 5
11	Beyari et al. (2024)	Emotion, memory & AI in neuromarketing		■	■		■
12	The Last Supper (2024)	Strategic comm & personalized media via AI	■		■	■	
13	Bîzoi & Bîzoi (2024)	Neuroethical impact of AI on intellectual capital		■		■	
14	Booyse & Scheepers (2024)	AI adoption barriers in organizational decision-making				■	
15	Botti & Baldi (2024)	Industry 5.0 & business model innovation	■			■	■
16	Bottrill (2022)	Future of human capital in education		■		■	
17	Bukartaite & Hooper (2023)	AI & future skills needs in Ireland		■		■	
18	Carlisle et al. (2023)	Digital skills divide in tourism				■	
19	Church (2024)	Maintaining competitiveness via marketing innovations	■			■	
20	de Mattos et al. (2024)	AI for demand planning capabilities		■	■		
21	Elnaggar et al. (2025)	AI impact on marketing innovation in banking	■		■	■	
22	Gerlich (2025)	AI tools vs human influencers in decision-making		■		■	■
23	Gieselmann et al. (2025)	Managerial acceptance of AI by function	■		■		■
24	The Last Supper (2023)	AI as enabler for entrepreneurs		■	■		
25	Gkikas & Theodoridis (2024)	Predicting shopping behavior with ML		■			■
26	Gonzales (2023)	AI innovation & economic growth	■				
27	The Guns (2024)	AI in digital marketing & sustainable management	■			■	■
28	Haque et al. (2024)	AI in retail marketing research agenda	■			■	■
29	Hartmann et al. (2025)	Generative AI in visual marketing content		■		■	■
30	Hendrayati et al. (2024)	Impact of AI on digital marketing in competition	■		■	■	
31	Hoffmann et al. (2025)	Entrepreneurship & website ownership patterns		■		■	
32	Horton (2024)	Causal economic machine learning & Human-AI	■		■	■	
33	Iqbal et al. (2025)	AI, renewable energy & green human capital		■		■	
34	Isnaini & Muslimin (2024)	AI for marketing communications in higher ed		■		■	■

No	Writer	Main Focus	PR 1	PR 2	PR 3	PR 4	PR 5
35	Jayasingh et al. (2025)	AI influencer credibility & purchase intention		■		■	■
36	Karimova et al. (2024)	Generative AI in marketing education			■	■	
37	Kim et al. (2025)	Dark side of AI: psychological safety & ethics				■	
38	Lee, HK (2022)	Creativity, AI & cultural expression		■	■	■	
39	Lee, WJ (2024)	AI chatbot service recovery & justice				■	
40	Levy et al. (2020)	Digital strategy & responsible management	■			■	
41	Linnenluecke et al. (2020)	SLR & bibliometric review methods		■			
42	Liu et al. (2025)	Human capital & innovation in SMEs	■		■	■	
43	Magableh et al. (2024)	AI & sustainable finance via customer engagement	■			■	
44	Mikhlina & Saukkonen (2024)	Personas in HCM: legal, ethical, tech lens		■	■		■
45	Mukerjee et al. (2023)	Organizational play in small business		■	■		
46	Mukherjee (2022)	AI in labor-intensive industry & human potential	■				■
47	Naz & Kashif (2024)	AI & predictive marketing: ethical framework			■		
48	Oztas & Arda (2025)	Creative labor & AI in creative industries			■	■	
49	Page et al. (2021)	PRISMA 2020: SLR reporting guidelines		■			
50	Pașcalău et al. (2024)	Digital marketing orientation & performance	■	■		■	
51	Petrescu & Krishen (2023)	Human–AI collaboration in marketing analytics	■		■		
52	Qi et al. (2025)	Parasocial relationships in HCI		■	■		■
53	Rademakers & Zierahn-Weilage	New tech: end of work vs structural change	■		■	■	
54	Reed et al. (2025)	AI in digital marketing: bias & analytics framework	■			■	■
55	Rita et al. (2025)	AI in marketing: topic modeling analysis	■		■	■	
56	The Last Supper (2024)	AI in Indonesian ports: opportunities & challenges	■			■	
57	Sarto et al. (2020)	Human capital on high-tech firm innovation	■		■		
58	Snyder (2019)	Lit review as research method		■			
59	Song & Bonanni (2024)	AI virtual try-on in luxury		■	■	■	

No	Writer	Main Focus	PR 1	PR 2	PR 3	PR 4	PR 5
		shopping		■	■	■	
60	Stancu & Panait (2025)	AI & marketing strategy transformation	■		■	■	■
61	Thottoli et al. (2025)	AI transforming entrepreneurial education		■	■		■
62	Willcocks (2024)	Digitalization & future of work	■		■		■
63	Wirtz et al. (2018)	Service robots in frontline customer service	■	■		■	
64	Witkowski & Wodecki (2025)	AI in product development & management	■			■	
65	Xu et al. (2024)	AI in live broadcast platforms: sales effort view	■		■	■	