

Investigating the Role of Generative AI in Business Model Reinvention: A Conceptual Model for Technology-Driven Firms in Iran

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Abstract

Purpose: This study aims to identify the drivers, dimensions, and outcomes of business model reinvention under the influence of generative artificial intelligence (GenAI) and to present a conceptual model for technology-driven firms in Iran.

Methodology: Adopting a qualitative approach, this research employed thematic analysis (Braun & Clarke, 2006). Data were collected through semi-structured interviews with 14 senior executives, strategists, and technical leaders from Iranian technology-driven firms with practical experience in GenAI implementation. Purposive and snowball sampling techniques were utilized. Trustworthiness was established using Lincoln and Guba's (1985) four criteria.

Findings: The analysis yielded 124 initial open codes, 12 sub-themes, and 4 main themes. Results indicate that business model reinvention occurs across three key dimensions: (1) value proposition reinvention through hyper-personalization and value co-creation; (2) value creation and delivery architecture reinvention through deployment of agentic AI and significant time-to-market reduction; and (3) value capture and revenue model reinvention through transition toward usage-based and outcome-based pricing mechanisms. These dimensions are enabled by dynamic capabilities—sensing, seizing, and transforming—while contextual barriers such as international sanctions and infrastructural limitations act as moderating factors.

Conclusion: GenAI-driven business model reinvention is a strategic imperative for the survival and growth of technology-driven firms in Iran. The proposed conceptual model offers both theoretical and practical contributions for managers and technology ecosystem policymakers. Future research directions include quantitative validation and exploration of organizational resistance and ethical considerations.

Keywords: Generative AI; Business Model Reinvention; Dynamic Capabilities; Technology-Driven Firms; Iran.

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1. Introduction

Rapid advancements in core digital technologies are fundamentally transforming competitive dynamics and organizational governance on a global scale (Mariani & Dwivedi, 2024). Among these developments, the widespread proliferation of **generative artificial intelligence (GenAI)** as a general-purpose technology represents a paradigm shift that extends far beyond task-level automation to fundamentally reconfigure the strategic foundations of value creation and capture (Feuerriegel et al., 2024). Unlike prior generations of AI—which primarily relied on predictive algorithms, classification, and descriptive analytics—contemporary GenAI systems, built on large language models (LLMs) and advanced deep learning architectures such as transformers and diffusion models, possess the distinctive capacity to generate novel content, generate code, enable rapid prototyping, and simulate complex decision-making (Cao et al., 2023; Vaswani et al., 2017). This technological leap compels organizations to reevaluate their traditional management frameworks and strategic postures (George et al., 2023).

According to the strategic management literature, a **business model** delineates the organizational logic and operational architecture through which a firm creates, delivers, and captures value (Teece, 2010). As GenAI permeates organizational operations, its influence structurally permeates the three core components of the business model: the *value proposition*, the *value creation and delivery architecture*, and the *value capture mechanism* (Dwivedi et al., 2023; Jorzik et al., 2026). Failure to strategically align GenAI capabilities with the core organizational strategy exposes firms to significant risks, including technological obsolescence, erosion of competitive advantage, and market share displacement (Chowdhury et al., 2023). Consequently, business model reinvention has become a strategic imperative for survival and growth within innovation-driven ecosystems (Fisk, 2024).

Technology-driven firms in Iran, operating within a knowledge-based economy, are particularly susceptible to the transformative effects of GenAI due to the dynamic nature of their industry, intense competitive pressures, and specific contextual constraints—including economic volatility and infrastructural limitations (Chowdhury et al., 2023; Mariani & Dwivedi, 2024). However, available evidence indicates that many firms perceive GenAI through a fragmented lens, primarily employing it as a tool for individual productivity enhancement or rudimentary task automation (Dwivedi et al., 2023). In other words, a comprehensive strategic perspective for integrating generative technologies into the core business model remains inadequately developed (Feuerriegel et al., 2024).

1.1. Research Gap

Although the international literature has increasingly examined the technical dimensions and operational applications of GenAI (Cao et al., 2023; Feuerriegel et al., 2024), there exists a significant theoretical and empirical gap regarding a structured, conceptual framework that explicates how GenAI reinvents business model components within localized contexts characterized by environmental uncertainty and institutional constraints (Chowdhury et al.,

2023; Jorzik et al., 2026). The majority of existing studies adopt either a narrow, technology-centric perspective or focus predominantly on Western contexts with mature digital infrastructures, thereby neglecting the strategic reinvention patterns specific to emerging economies.

1.2. Research Objectives and Significance

The primary objective of this study is to identify the drivers, dimensions, outcomes, and present a comprehensive conceptual model of business model reinvention under the influence of GenAI within Iranian technology-driven firms. Addressing this research problem not only enriches the strategic management and AI literature from a contextualized perspective (Mariani & Dwivedi, 2024) but also offers actionable strategic guidance for senior managers, strategists, and technology ecosystem policymakers in Iran (Teece, 2010).

2. Theoretical Foundations and Literature Review

2.1. Theoretical Foundations

2.1.1. Conceptualization, Technological Architecture, and the Emerging Paradigm of Generative AI

Generative AI (GenAI) represents an emerging and transformative class of intelligent systems, grounded in deep learning and advanced neural networks, capable of generating novel, coherent, and high-quality outputs—including text, code, images, audio, and structured data—by learning from vast datasets (Cao et al., 2023; Vaswani et al., 2017). Historically, the fundamental distinction between GenAI and its predecessors (Traditional/Analytical AI) lies in its transition from *predictive and classificatory* technologies toward *creative and co-creative* systems (Feuerriegel et al., 2024).

Key infrastructural components include **Large Language Models (LLMs)**, **Transformer-based architectures**, and **Diffusion Models**. These infrastructures have algorithmically replicated processes of generation and innovation that were previously considered exclusively human cognitive domains (George et al., 2023). Recent advances can be categorized into three key dimensions:

1. **Multimodal Generation:** The capacity to simultaneously analyze, process, and co-create specialized texts, programming code, data structures, images, and audio within an integrated environment.
2. **Real-Time Responsiveness and Hyper-Personalization:** The ability to analyze user needs, tone, and real-time behavioral cues to deliver tailored solutions, reports, and recommendations within milliseconds.
3. **Agentic AI:** The evolution from simple prompt-based models toward sophisticated, multi-step intelligent agents capable of strategic planning, decomposing complex processes into sub-tasks, leveraging diverse software tools, and autonomously executing organizational objectives (Li et al., 2026).

2.1.2. Business Model Reinvention Framework

According to strategic management theory, a business model encapsulates the "rational logic and organizational structure for value creation, delivery, and capture" (Teece, 2010). The advent of a general-purpose technology such as GenAI does not merely result in operational optimization; it fundamentally restructures the three foundational dimensions of the business model (Dwivedi et al., 2023; Jorzik et al., 2026). Figure 1 illustrates this tripartite reinvention architecture.

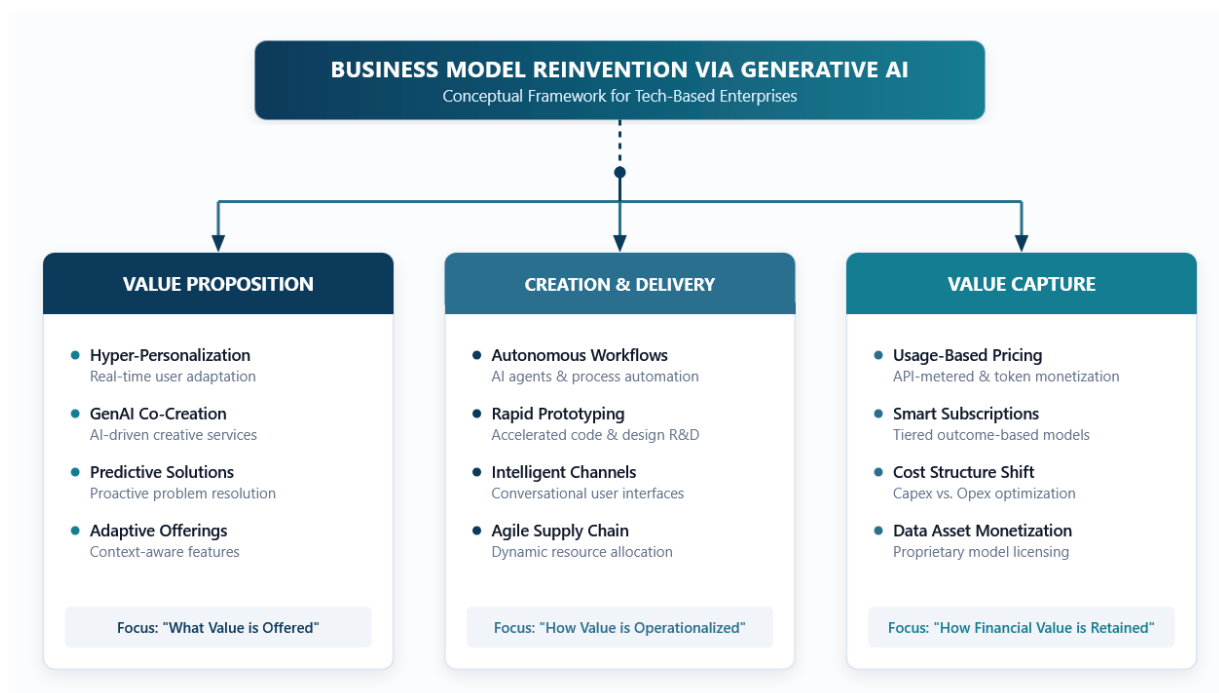


Figure 1: Tripartite Framework for GenAI-Driven Business Model Reinvention (Source: By author)

Note: This figure depicts the three interconnected pillars of business model reinvention—Value Proposition, Value Creation & Delivery, and Value Capture—each influenced by GenAI capabilities.

1. **Value Proposition Reinvention:** GenAI transforms the nature of value delivered to customers from static, generic products/services toward dynamic, adaptive, and hyper-personalized experiences. In this paradigm, the customer is no longer a passive recipient but an active value co-creator alongside the intelligent system (Teng et al., 2025).
2. **Value Creation and Delivery Architecture Reinvention:** This entails radical restructuring of internal processes, software development approaches, R&D cycles, organizational knowledge management, and customer interaction channels. The integration of intelligent agents compresses traditional value chains and substantially reduces time-to-market (Li et al., 2026).
3. **Value Capture and Revenue Model Reinvention:** This involves a transition from conventional pricing mechanisms (e.g., fixed licensing or subscription fees) toward

dynamic models such as usage-based/API pricing, outcome-based models, and the commercialization of proprietary organizational data assets (Cao et al., 2023).

2.1.3. Dynamic Capabilities Theory

Given the high uncertainty and rapid pace of digital technological change, business model reinvention necessitates a robust theoretical underpinning. The **Dynamic Capabilities** framework, as articulated by Teece (2010; 2020), constitutes the core theoretical lens for this study. According to this theory, in highly turbulent environments, organizational sustainability and renewal require the development and deployment of three strategic micro-capabilities:

1. **Sensing Capabilities:** The organization's capacity to continuously monitor algorithmic developments in GenAI, analyze emergent customer behaviors, and identify technological opportunities and threats within the ecosystem.
2. **Seizing Capabilities:** The ability to integrate GenAI models into existing infrastructures, redesign products and services, attract specialized human capital, and adopt flexible revenue models to rapidly exploit identified opportunities.
3. **Transforming/Reconfiguring Capabilities:** The capacity for continuous renewal of resources, knowledge-based assets, organizational processes, and work culture to overcome resistance to change and maintain strategic alignment with the imperatives of the innovation ecosystem.

2.2. Literature Review

Recent years have witnessed a notable acceleration in both international and domestic studies examining the intersection of GenAI and business model innovation. Table 1 presents a synthesized and structured overview of the most significant contributions, highlighting their methodologies and key theoretical advancements.

Table 1: Synthesis of Key Studies on GenAI and Business Model Innovation (Source: By author)

Authors (Year)	Research Focus	Methodology	Key Findings & Theoretical Contributions
Teng, Ye & Martinez (2025)	Effects of Gen-AI on new value propositions in BMI	Qualitative / Multiple case study in IT industry	Identified five primary approaches (including intelligent agents, foundation models, and intelligent content generation) for redefining value propositions and enhancing user value co-creation.
Li, Wu, Liu, Jin & Li (2026)	Leveraging GenAI affordances for competitive advantage	Quantitative / Survey & SEM	Demonstrated that dynamic capabilities play a critical mediating role in translating GenAI technological affordances into strategic innovation in value creation architecture.
Mota, Ferreira et al. (2026)	Negative impacts and dark sides of GenAI in SMEs	Qualitative structured analysis / Delphi	Identified security challenges, infrastructural dependency risks, data privacy concerns, and ethical issues as significant barriers to sustainable business model reinvention.
Singh, Chatterjee & Mariani (2024)	GenAI applications and future organizational performance	Quantitative / SEM	Provided evidence for the mediating role of explorative and exploitative innovations in enhancing organizational performance through GenAI tools in dynamic contexts.
Jorzik, Spies & Kanbach (2026)	Business model dynamics and GenAI: strategic adaptation	Qualitative / Thematic analysis of texts	Proposed a modular framework for simultaneous and sequential adjustments of business model

Authors (Year)	Research Focus	Methodology	Key Findings & Theoretical Contributions
			elements to prevent strategic misalignment amidst technological acceleration.
Domestic Studies (Iran) (2023-2025)	Impact of digital technologies and AI on agility and business models	Mixed-method / Delphi & SEM	Most domestic research has focused on analytical AI and traditional automation; a comprehensive, contextualized framework for the strategic dimensions of "generative AI" under sanctions and infrastructural constraints remains absent.

3. Methodology

This research adopts an applied-developmental orientation and employs a **qualitative approach grounded in thematic analysis** following the Braun and Clarke (2006) framework. To develop a comprehensive conceptual model for business model reinvention within the Iranian technology ecosystem, we utilized data from in-depth, semi-structured interviews.

3.1. Population and Sampling Method

The target population comprises **senior managers, strategists, product managers, and technical leaders** within Iranian knowledge-based and technology-driven firms who possess practical experience in integrating GenAI tools or foundational models into their business models (Chowdhury et al., 2023).

- **Sampling Method:** A **purposive sampling** strategy, combined with **snowball sampling** techniques, was employed to ensure access to key informants with "lived experience" and deep expertise in this nascent field (Saunders et al., 2019).
- **Inclusion Criteria:**
 1. Minimum of 5 years of managerial or strategic experience in technology-driven firms.
 2. Direct involvement in projects concerning GenAI-based business model implementation or reinvention.
 3. Possession of a Master's degree or Ph.D. in relevant disciplines (Business Administration, Technology Management, Computer Science/AI).
- **Sample Size and Saturation:** Interviews continued until reaching **theoretical saturation**—the point at which no new codes or themes emerged from subsequent interviews (Creswell & Poth, 2018). Saturation was achieved at the 12th interview; however, to enhance robustness, interviews were extended to a total of 14 participants.

3.2. Data Collection Method and Instrument

The primary data collection instrument was a **semi-structured interview** protocol. The interview guide was developed based on the theoretical foundations of dynamic capabilities (Teece, 2010) and the tripartite business model framework (Feuerriegel et al., 2024). Each interview lasted between 45 and 75 minutes. Following informed consent, interviews were audio-recorded and transcribed verbatim. Table 2 summarizes the demographic profile of the expert sample.

Table 2: Demographic Profile of Expert Participants (N=14) (Source: By author)

Characteristic	Category	Percentage (%)
Organizational Role	CEO / Co-founder	35.7
	Senior Technology/Product Manager	42.8
	Strategy Consultant	21.5
Industry Sector	Software Development / SaaS	42.8
	E-commerce	28.6
	Smart Financial Services / Fintech	28.6
Professional Experience	5–10 years	28.6
	10–15 years	50.0
	Over 15 years	21.4

3.3 Data Analysis Procedure (Thematic Analysis)

For the analysis of transcribed interview texts, we followed the **six-phase thematic analysis framework** proposed by Braun and Clarke (2006):

1. **Familiarization with the Data:** Repeated reading of transcripts and initial note-taking.
2. **Generating Initial Codes (Open Coding):** Extracting conceptual codes from interview excerpts.
3. **Searching for Themes (Axial Coding):** Grouping related open codes into more abstract sub-themes.
4. **Reviewing Themes:** Ensuring coherence within themes and clear distinction between them.
5. **Defining and Naming Themes (Selective Coding):** Finalizing the thematic structure, encompassing drivers, reinvention dimensions, challenges, and outcomes.
6. **Producing the Report and Conceptual Model:** Constructing the thematic network and the final research model.

3.4. Quality Criteria (Rigor and Trustworthiness)

To ensure the quality and rigor of the qualitative research, we adhered to Lincoln and Guba's (1985) four criteria:

- **Credibility:** Achieved through member checking (participant validation) and prolonged engagement with the data.
- **Dependability:** Ensured via independent coding by two coders. The **Holsti Index** for inter-coder agreement was calculated at 0.84, indicating high coding reliability (Miles & Huberman, 1994).
- **Transferability:** Supported by providing a thick description of the research context and methodology, enabling theoretical generalization to comparable settings.
- **Confirmability:** Established through a comprehensive audit trail, maintaining complete documentation and a transparent coding process.

4. Findings

Thematic analysis of the 14 semi-structured interviews with experts and senior managers from Iranian technology-driven firms yielded **124 initial open codes**. Through iterative

refinement and cross-referencing, these codes were organized into **12 sub-themes** and **4 main themes** (drivers, business model reinvention dimensions, key challenges, and strategic outcomes).

4.1. Thematic Coding Structure for Business Model Reinvention

Table 3 provides a summary of the three-level coding scheme (main themes, sub-themes, and sample open codes) derived from the qualitative data.

Table 3: Thematic Coding Structure of Business Model Reinvention through GenAI (Source: By author)

Main Theme	Sub-theme	Sample Open Codes
Drivers of Reinvention	1. Technological & Market Pressures	Rapid evolution of LLM algorithms; decreasing cost of API access; shifting customer expectations toward real-time responsiveness (Feuerriegel et al., 2024).
	2. Imperative for R&D Optimization	Pressures from investment constraints in Iran; necessity to reduce time-to-market; enhancing human resource productivity (Chowdhury et al., 2023).
Business Model Reinvention Dimensions	3. Value Proposition Reinvention	Delivering hyper-personalized products; value co-creation with AI; offering predictive and intelligent advisory services (Teng et al., 2025).
	4. Value Creation & Delivery Reinvention	Deploying Agentic AI in internal processes; automating coding and rapid prototyping; transforming customer interaction channels (Li et al., 2026).
	5. Value Capture & Revenue Model Reinvention	Transition to usage-based/API pricing; outcome-based subscriptions; commercialization of proprietary data assets (Cao et al., 2023).
Barriers to Reinvention in Iran	6. Infrastructural & International Limitations	Sanctions restricting access to foundational services (e.g., OpenAI/Anthropic); bandwidth and cloud processing constraints; API instability (Mota et al., 2026).
	7. Organizational Resistance & Human Capital Shortage	Scarcity of specialized AI talent; resistance from expert workforce to process changes; ethical ambiguities and data confidentiality issues (Singh et al., 2024).
Strategic Outcomes	8. Sustained Competitive Advantage	Enhanced strategic agility; rapid scalability; improved customer loyalty and Customer Lifetime Value (CLV) metrics (Mariani & Dwivedi, 2024).

4.2. Elaboration of Core Dimensions of the Conceptual Model

4.2.1. Value Proposition Reinvention

Interviewees emphasized that GenAI has shifted customer expectations from "needs fulfillment" toward "predictive and customized value creation." Iranian technology firms have successfully leveraged LLM integration to evolve their value propositions from static and generic to dynamic and hyper-personalized. For instance, Respondent P03 stated:

“Previously, we provided a standard analytical software to customers; but now, by incorporating generative AI, the system generates tailored reports and strategic recommendations based precisely on each user's tone, real-time needs, and concerns.”

4.2.2. Value Creation and Delivery Architecture Reinvention

At the operational level, profound transformation was observed in software development processes, content generation, and customer support. The deployment of Agentic AI and code

generation tools has, in some firms, reduced the product development cycle by over 50%. Respondent P08 noted:

“Developing a new feature in our system used to take three months. With Co-pilot systems and automated testing, this time has been reduced to three weeks. This represents an unprecedented leap in our value creation cycle.”

4.2.3. Value Capture and Revenue Model Reinvention

Iranian technology firms are transitioning from traditional licensing or fixed-fee subscription models toward **floating pricing models proportionate to processing usage (Token/API usage)**. This approach enables firms to directly align the significant costs of computational infrastructure with customer-based revenue streams, enhancing financial sustainability and adaptability.

4.3 Final Conceptual Model

Based on the synthesis of the extracted main themes, we developed the **Conceptual Model for Business Model Reinvention through Generative AI** in Iranian technology-driven firms. This integrated model is depicted in Figure 2.

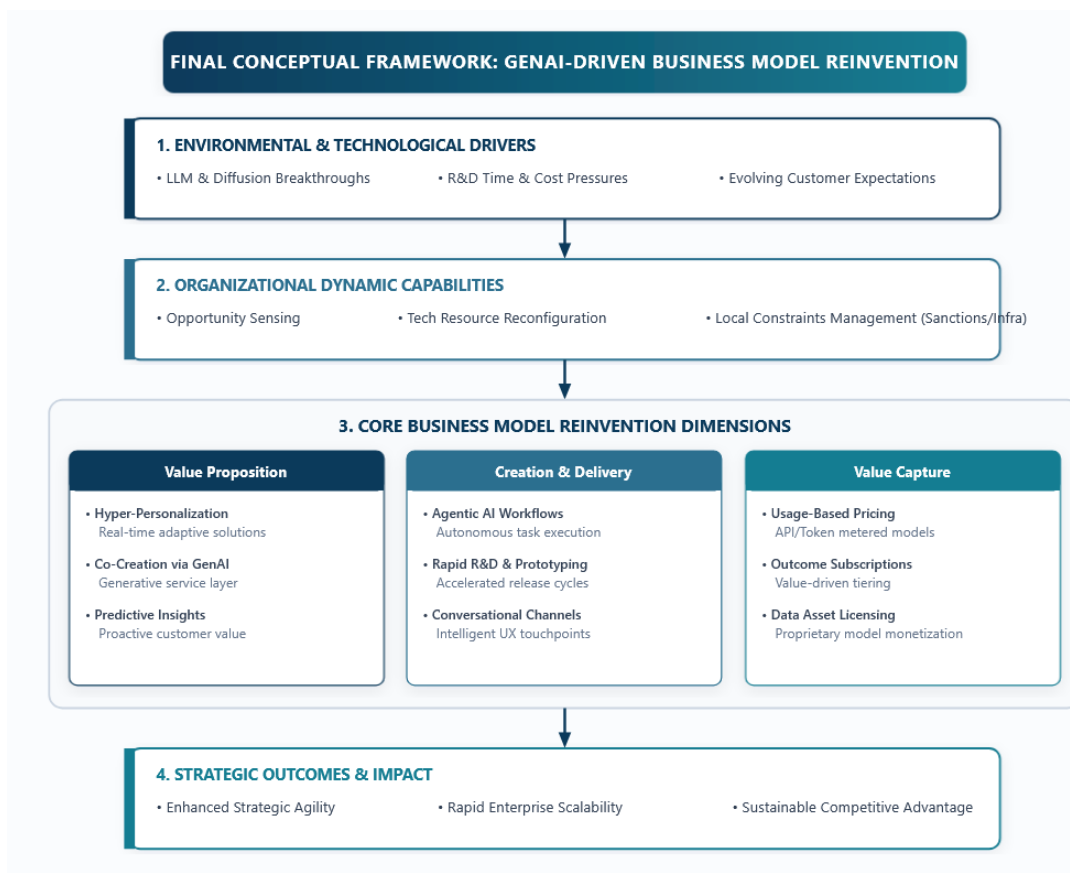


Figure 2: Conceptual Model of GenAI-Driven Business Model Reinvention (Source: By author)

Note: This figure illustrates the proposed relationships. Environmental and technological drivers (LLM advancement, R&D efficiency pressures, emergent customer expectations) activate organizational dynamic capabilities (sensing, seizing, transforming). These capabilities, in turn, facilitate the three-dimensional reinvention of the business model (value proposition, value creation/delivery, value capture), ultimately leading to strategic outcomes (agility, scalability, sustained advantage). The entire process is shaped by contextual barriers and constraints specific to the Iranian ecosystem.

5. Discussion and Conclusion

This research aimed to investigate the dynamics of business model reinvention through GenAI within Iranian technology-driven firms. Our thematic findings indicate that GenAI is not a simple automation tool but rather a **paradigmatic agent of change** in the logic of value creation and capture.

5.1. Discussion and Alignment with Literature

Our findings resonate with previous theoretical frameworks and international research while simultaneously revealing novel, context-specific dimensions:

- **Value Proposition Reinvention:** The observed shift toward hyper-personalization and predictive services aligns with the findings of Teng et al. (2025) and Feuerriegel et al. (2024), confirming that GenAI enables firms to transform static value offerings into dynamic, adaptive service layers.
- **Value Creation & Delivery Reinvention:** The operational transformation in product development, shortened R&D cycles, and the adoption of Agentic AI corroborate the arguments of Li et al. (2026), demonstrating how novel capabilities compress time-to-market.
- **Value Capture Reinvention:** The transition from fixed subscriptions to usage-based/API models is consistent with the commercialization patterns proposed by Cao et al. (2023).
- **Contextual Barriers:** Crucially, our study reveals that Iranian technology firms face compounded challenges including **international sanctions, unstable cloud infrastructures, and limited direct access to advanced APIs**. This finding parallels concerns raised by Mota et al. (2026) regarding infrastructural dependencies and security, although the Iranian context introduces a more acute and politically constrained set of obstacles.

5.2. Conclusion

Business model reinvention grounded in GenAI is not a luxury but a **strategic imperative for survival and growth** within the contemporary technology ecosystem. Iranian firms seeking to maximize the potential of this technology must transcend a purely technical perspective and

fundamentally redesign the triad of value proposition, value creation architecture, and value capture model.

5.3. Practical and Managerial Recommendations

Based on our findings, we propose the following actionable strategies for senior executives in technology-driven firms:

- **Develop Hybrid and Middleware Architectures:** To mitigate the risks associated with sanctions and potential API disruptions, firms should design intelligent middleware layers that enable seamless switching between various open-source and proprietary models.
- **Revise Pricing Structures:** Transition from traditional sales models toward flexible, usage-based/token-based pricing to ensure that cloud processing costs are directly aligned with consumption and corresponding revenues.
- **Promote an Agentic AI Culture within Work Teams:** Invest in training human resources to effectively utilize composite intelligent agents as deliberative assistants, thereby enhancing productivity in coding, data analysis, and decision-making processes.

5.4. Research Limitations and Future Directions

- **Limitations:** This study's focus is predominantly on technology-centric firms; generalizing our findings to more traditional industries should be undertaken with caution. Additionally, infrastructural volatility and international sanctions represent intervening variables that were difficult to fully control.
- **Future Research Directions:**
 1. Quantitative validation and assessment of the proposed conceptual model using methodologies such as **Structural Equation Modeling (SEM)** or **Fuzzy Inference Systems**.
 2. Examination of the moderating role of "organizational resistance" and "data ethics considerations" in the relationship between GenAI adoption and firm financial performance.
 3. Comparative studies across different industry sectors and geographical contexts to further refine and extend the model's applicability.

Declarations

Author Contributions (CRediT taxonomy)

The author confirms sole responsibility for the following: study conception and design, data collection, analysis and interpretation of results, and manuscript preparation and revision. All aspects of this work were undertaken by the author.

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Ethical Statement

Informed consent was obtained from all participants. The study was conducted in accordance with established ethical guidelines for qualitative research.

Authors' AI Use Statement

The author declares that no artificial intelligence (AI) tools were used in the preparation of this manuscript for writing, analysis, or data generation. All content is the result of the author's own human effort and judgment.

Conflict of interest

The author declares no competing financial interests or personal relationships that could have influenced the work reported in this paper.

Data Availability Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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