VALUATION OF CORPORATE STRATEGY FOR ADOPTING GENERATIVE ARTIFICIAL INTELLIGENCE IN B2B OPERATIONS

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Abstract

This paper explores the valuation of corporate strategies for integrating generative artificial intelligence (AI) within business-to-business (B2B) business models, focusing on its impact on operational efficiency, customer engagement, and competitive advantage. The research problem centres on the strategic challenges and opportunities associated with the adoption of generative this. The purpose of the study is to provide actionable insights into AI that enhance strategies for improved business performance. The methodology employs a mixed-methods approach, incorporating both quantitative data (e.g., surveys) and qualitative insights (e.g., expert interviews). Key findings reveal that operational efficiency is the primary driver for AI adoption, with companies reporting significant productivity improvements in manufacturing and logistics. However, barriers such as high initial costs and resistance to change are prevalent. The study concludes that aligning AI initiatives with strategic goals is crucial for long-term success and competitive positioning. These findings highlight the transformative potential of generative AI in B2B industries and underline the need for strategic alignment, ongoing training, and investment in AI technologies.

Keywords: Generative AI, B2B Operations, Operational Efficiency, AI Integration, Corporate Strategy

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1. INTRODUCTION

The rapid advancement of artificial intelligence (AI) technologies has significantly transformed various industries, particularly within the business-to-business (B2B) sector. Among these emerging technologies, generative AI — capable of creating new content, optimizing processes, and enhancing decision-making — has emerged as a powerful tool for driving innovation and efficiency (Moqaddem, 2025; Charllo & Kathiriya, 2023; Herremans, 2021). As B2B companies face increasing pressure to remain competitive in a globalized market, adopting generative AI has become a strategic imperative.

Generative AI refers to a class of machine learning models that can generate human-like text,

images, code, and other types of content based on large datasets and sophisticated algorithms. Unlike traditional AI models that are designed to perform pre-defined tasks, generative AI possesses the ability to create new content, simulate complex scenarios, and offer predictive analytics tailored to specific business contexts. In the B2B landscape, companies leverage generative AI for a wide array of applications, including automated content creation, customer service chatbots, predictive maintenance, and supply chain optimization. This technology enables businesses to enhance operational efficiency, reduce costs, and improve decision-making by providing real-time, data-driven insights (Yee et al., 2024).

Historically, B2B industries such as manufacturing, logistics, and professional services have relied on conventional methods of operation, with incremental improvements aimed at cost reduction and productivity enhancement. However, these traditional approaches have increasingly shown limitations in addressing rapidly evolving market demands and technological disruptions. Generative AI offers a viable solution by enabling companies to automate complex processes, generate insights from vast datasets, and create new products and services with unprecedented speed and precision (Mikołajewska et al., 2025; Li et al., 2024; Kremer et al., 2023). The ability to leverage AI for dynamic decision-making represents a paradigm shift in how businesses operate, allowing them to move beyond reactive strategies toward proactive and predictive business models (Gauch et al., 2024).

Despite the considerable benefits that generative AI offers, its integration into B2B operations presents several challenges. High implementation costs, the need for specialized technical expertise, and resistance to change within organizations are among the most significant barriers to AI adoption. Additionally, aligning AI initiatives with broader business objectives is critical for ensuring long-term success. Addressing these challenges requires a well-structured corporate strategy that facilitates AI adoption while maximizing its impact on business performance. A successful AI integration strategy must account for organizational readiness, employee training, and change management to ensure that AI-driven transformations yield the desired outcomes (Cleghorn & Hjortegaard, 2024).

A fundamental aspect of generative AI adoption is its impact on workforce dynamics. While AI can automate repetitive tasks, it also necessitates businesses to upskill employees and redefine job roles to accommodate AI-driven processes (Kelly & Young, 2024). Companies must focus on equipping their workforce with the necessary skills to work alongside AI technologies, fostering a culture of continuous learning and innovation. Moreover, the integration of AI into decision-making processes raises ethical concerns, particularly regarding data privacy, bias in AI models, and regulatory compliance. Ensuring transparency and accountability in AI adoption is crucial for gaining trust among stakeholders and mitigating potential risks associated with AI deployment (Kremer et al., 2023).

Furthermore, the competitive landscape in B2B industries is rapidly evolving, with early adopters of generative AI gaining a significant edge in terms of efficiency and market responsiveness (Zijadic et al., 2024). Companies that delay AI adoption risk falling behind as their competitors leverage AI-driven insights to enhance customer experiences, streamline supply chains, and develop innovative business models. The ability to leverage AI effectively can provide a distinct competitive advantage, enabling organizations to make more informed decisions and adapt quickly to shifting market conditions. A structured approach to AI adoption, guided by strategic planning and continuous evaluation, is essential for ensuring sustainable business growth in the AI-driven era (Petrin, 2024).

Beyond the operational and competitive benefits, the integration of AI into various facets of business necessitates a cultural shift within organizations. Employees must transition from traditional decision-making processes to AI-assisted strategies, which often require new leadership models and governance structures. Companies must ensure that their corporate culture fosters adaptability and supports AI-driven initiatives. Organizational leaders should actively promote AI literacy and encourage experimentation with AI-powered solutions to drive innovation at all levels of the enterprise. Building an AI-ready culture involves clear communication, cross-functional collaboration, and strategic alignment between technology investments and business objectives (Daugherty et al., 2024).

Additionally, cross-functional collaboration is vital in successfully implementing generative AI strategies. Business functions such as information technologies (IT), operations, marketing, and finance must work together to identify AI opportunities and drive innovation. The alignment of AI objectives across departments enables companies to fully leverage AI's potential while minimizing implementation risks. Establishing clear AI governance policies can also help mitigate risks and ensure that AI deployment aligns with organizational goals. AI governance frameworks should define ethical guidelines, data management practices, and accountability mechanisms to ensure responsible AI usage across business operations (Hyseni, 2023).

The economic impact of generative AI adoption is another critical factor that businesses must consider. While AI technology offers significant cost savings and operational improvements, the financial implications of implementation require thorough assessment. Companies must weigh short-term investment costs against long-term benefits to ensure that AI integration aligns with their overall financial strategy. The return on investment of AI initiatives should be continually measured to assess effectiveness and efficiency. Moreover, AI adoption can create new revenue streams by enabling companies to offer innovative products and services, opening new market opportunities and enhancing customer engagement (Scaraggi, 2024).

From a strategic standpoint, organizations must approach AI adoption with a clear roadmap that defines implementation milestones, success metrics, and risk mitigation strategies. Investing in AI research and development, fostering partnerships with AI technology providers, and engaging in pilot projects can help companies better understand the capabilities and limitations of generative AI.

Companies must also consider regulatory and compliance requirements related to AI adoption, ensuring that their AI-driven solutions align with industry standards and legal frameworks.

To summarize, generative AI represents a transformative force in the B2B sector, offering unprecedented opportunities for efficiency, innovation, and competitive advantage. However, its successful adoption requires organizations to navigate challenges related to cost, workforce adaptation, ethical considerations, and strategic alignment. Companies that proactively embrace AI-driven business models and cultivate a culture of AI readiness will be better positioned to thrive in an increasingly digital and data-driven economy.

The structure of this paper is as follows: Section 2 reviews the relevant literature on generative AI applications in B2B industries. Section 3 discusses the methodology used for empirical research, outlining data collection and analysis approaches. Section 4 presents the results of the study, highlighting key findings and trends. Section 5 provides a detailed discussion of the findings, drawing insights from theoretical frameworks and industry practices. Finally, Section 6 concludes the paper with recommendations, implications, and limitations, offering directions for future research in the field of generative AI adoption in B2B business models.

2. LITERATURE REVIEW

The literature on generative AI in B2B industries highlights several key themes, including AI-driven innovation, operational efficiency, and customer engagement. Recent studies emphasize the transformative potential of AI in automating processes, optimizing supply chains, and enhancing customer experiences (Smith, 2023; Li et al., 2024). However, gaps remain in understanding the strategic frameworks necessary for successful AI integration. This section reviews existing research on AI adoption in B2B settings, examining its applications, challenges, and the need for structured strategic frameworks to maximize its benefits.

Generative AI has been increasingly utilized across various B2B sectors, with applications ranging from automated content creation to predictive analytics. In manufacturing, AI optimizes production processes and reduces downtime by enabling predictive maintenance and automated quality control mechanisms. AI-driven solutions such as digital twins allow manufacturers to simulate production environments and identify inefficiencies before implementing real-world changes, thus reducing operational risks and costs (Mikołajewska et al., 2025).

In logistics, AI enhances route optimization and inventory management. By leveraging machine learning and real-time data analytics, businesses can predict demand fluctuations and optimize supply chain operations accordingly. AI-powered predictive analytics enable companies to minimize inventory shortages and overstocking, leading to cost reductions and improved service levels (Charllo & Kathiriya, 2023). This is particularly crucial in industries where timely delivery and cost-efficiency play a decisive role in maintaining competitiveness.

Professional services benefit significantly from AI in areas such as financial analysis, legal research, and customer service automation. AI-powered chatbots and virtual assistants streamline customer interactions, reducing response times and enhancing client satisfaction. Additionally, AI-driven financial models assist firms in risk assessment, fraud detection, and investment decision-making by analyzing vast datasets at unprecedented speeds (Herremans, 2021).

One of the most promising applications of generative AI in B2B industries is enhancing customer engagement. AI enables hyper-personalization by analyzing customer behavior patterns and tailoring marketing strategies accordingly. Recent research indicates that AI-driven chatbots and recommendation systems significantly improve customer interactions by providing real-time insights and predictive assistance (Moqaddem, 2025). These advancements help businesses strengthen client relationships and foster long-term engagement.

Moreover, AI-powered natural language processing tools are increasingly used in customer service automation, providing instant support through intelligent virtual agents. By reducing response times and offering context-aware solutions, these tools enhance the overall customer experience and contribute to improved retention rates (Li et al., 2024). However, the effectiveness of AI in customer engagement depends on the quality of data used for training models, highlighting the importance of robust data governance and management strategies.

Despite the widespread adoption of AI in B2B industries, several challenges hinder its seamless integration. One major concern is the lack of comprehensive frameworks tailored to B2B operations. Existing studies primarily focus on the technical aspects of AI implementation, leaving a significant gap in understanding the strategic implications of AI adoption (Herremans, 2021). Businesses often struggle to align AI initiatives with their overarching goals, resulting in suboptimal implementations and underutilized capabilities.

Another challenge lies in data privacy and security. AI systems rely on vast amounts of data to generate insights, making them susceptible to cybersecurity threats and compliance risks. Industries dealing with sensitive customer information, such as finance and healthcare, face additional regulatory challenges in ensuring data protection and ethical AI usage (Mikołajewska et al., 2025). Addressing these concerns requires companies to establish clear AI governance policies and adopt transparent AI ethics frameworks to mitigate potential risks.

Additionally, AI implementation requires significant investment in infrastructure, talent, and training. Many organizations face difficulties in recruiting AI specialists who can develop, deploy, and manage advanced AI solutions. The shortage of skilled AI professionals poses a barrier to widespread adoption and limits the ability of companies to fully leverage AI's potential (Charllo & Kathiriya, 2023). To overcome this, organizations must prioritize upskilling initiatives and foster cross-functional collaboration between AI experts and business leaders.

A key limitation in existing literature is the absence of structured strategic frameworks that guide AI adoption in B2B industries. While numerous studies highlight the benefits of AI, few offer concrete methodologies for aligning AI-driven

initiatives with business objectives. Successful AI integration requires a structured approach that encompasses technological, operational, and strategic considerations (Herremans, 2021).

One approach is the AI-driven business transformation framework, which emphasizes aligning AI initiatives with corporate strategies, identifying key performance indicators (KPIs), and ensuring cross-departmental collaboration. By integrating AI into decision-making processes, companies can achieve measurable improvements in efficiency and customer engagement while mitigating risks associated with AI deployment.

Another promising framework is the AI maturity model, which assesses an organization's readiness for AI adoption across different stages. This model categorizes businesses into beginner, intermediate, and advanced AI adopters, providing tailored recommendations for progressing to higher levels of AI maturity (Li et al., 2024). Companies at the beginner stage may focus on pilot AI projects and data strategy development, while those at advanced levels can explore AI-driven innovation and automation at scale.

The gaps identified in existing research indicate the need for further exploration into strategic AI adoption in B2B settings. Future studies should focus on developing industry-specific AI frameworks that address the unique challenges of different sectors. Additionally, more empirical research is required to assess the long-term impact of AI on business performance, customer relationships, and competitive advantage.

Ethical considerations surrounding AI usage also warrant further investigation. As AI systems become more autonomous, concerns about bias, transparency, and accountability must be addressed to ensure fair and responsible AI deployment (Moqaddem, 2025). Establishing standardized AI ethics guidelines and regulatory frameworks will be crucial in fostering trust and mitigating potential risks associated with AI-driven decision-making.

Furthermore, research should explore the role of AI-human collaboration in B2B operations. While AI enhances efficiency and decision-making, human expertise remains essential in areas requiring critical thinking, creativity, and emotional intelligence. Understanding how AI and human teams can complement each other will be key to maximizing AI's potential while preserving the value of human insights in business operations (Charllo & Kathiriya, 2023).

The literature on generative AI in B2B industries underscores its transformative impact on innovation, efficiency, and customer engagement. However, significant gaps remain in understanding the strategic frameworks necessary for successful AI integration. While AI applications in manufacturing, logistics, and professional services have demonstrated substantial benefits, challenges such as data privacy, talent shortages, and misalignment with business objectives persist.

To bridge these gaps, future research must focus on developing structured AI adoption frameworks tailored to B2B operations. Additionally, addressing ethical considerations and enhancing AI-human collaboration will be critical in ensuring responsible AI deployment. By aligning AI initiatives with strategic business goals, organizations can unlock AI's full potential and drive sustainable growth in the evolving B2B landscape.

3. RESEARCH METHODOLOGY

This study employs a mixed-methods approach, integrating both quantitative and qualitative research methodologies to comprehensively analyze AI adoption strategies in B2B industries. By leveraging multiple data sources, this approach ensures a holistic understanding of AI's role in organizational decision-making, operational efficiency, and strategic alignment. The mixed-methods framework is particularly suitable for studying AI adoption due to its ability to measure concrete performance indicators while also capturing the nuanced perspectives of industry professionals.

3.1. Research design

The research design consists of two primary components: 1) a quantitative survey to gather numerical data on AI adoption trends and outcomes, and 2) qualitative interviews and case studies to gain deeper insights into organizational strategies and challenges.

3.2. Quantitative data collection

For the quantitative component, a structured survey was distributed to professionals from various B2B industries, including manufacturing, logistics, and professional services. The survey was designed to capture KPIs and strategic considerations related to AI adoption.

The survey consisted of ten questions. A purposive sampling technique was used to select respondents who had experience in AI implementation within their organizations. A total of 205 responses were collected, ensuring a diverse representation across sectors. The survey was administered online through professional networks such as LinkedIn and industry-specific forums.

The survey data was analyzed using statistical methods, including descriptive statistics (mean, median, and standard deviation calculations for understanding general trends), inferential statistics (regression analysis to determine the impact of AI on KPIs), and comparative analysis (cross-industry comparisons to highlight variations in AI adoption effectiveness).

3.3. Qualitative data collection

To complement the quantitative findings, in-depth qualitative research was conducted using semi-structured interviews and case studies.

Interviews:

1. *Sample selection*: 15 AI adoption experts and business executives from leading B2B firms were interviewed.

2. *Interview structure*: Each interview lasted 45–60 minutes and focused on:

- organizational AI adoption strategies;
- challenges faced during implementation;
- perceived benefits and limitations of AI solutions;
- future AI investment plans and ethical considerations.

3. *Data processing*: Interviews were transcribed and coded thematically using NVivo software to identify key trends and common themes.

Case studies:

1. Three successful AI implementations were examined across different industries.

- *Manufacturing*: AI-driven predictive maintenance and supply chain optimization;
- *Logistics*: real-time route optimization and demand forecasting;
- *Professional* services: AI-based customer support and workflow automation.

2. *Analysis*: Each case was analyzed to extract best practices and lessons learned, providing practical insights into AI adoption strategies.

3.4. Validity and reliability considerations

To ensure the validity and reliability of the study, several measures were taken:

- *Triangulation*: combining multiple data sources — survey responses, interviews, and case studies;
- *Pilot testing:* the survey was pre-tested with ten industry professionals to refine questions and improve clarity;
- *Inter-coder reliability*: for qualitative analysis, multiple researchers independently coded the interview data to enhance consistency in theme identification.

3.5. Ethical considerations

The study adheres to ethical research standards, including:

- *Informed consent*: participants were informed about the study's purpose, data usage, and confidentiality measures before participation;
- *Data anonymization*: personally identifiable information was removed to protect respondent privacy;
- *Conflict of interest management*: no external influence from AI vendors or technology providers was present in the research process.

3.6. Alternative methods

While the mixed-methods approach provides comprehensive insights, alternative research designs could further enhance the study's findings:

- *Longitudinal studies*: tracking AI adoption over multiple years to analyze long-term impacts on business performance;
- *Experimental designs*: conducting randomized controlled trials to establish causal relationships between AI implementation and performance improvements;
- *Network analysis*: mapping industry-wide AI adoption trends to assess ecosystem-wide effects.

By employing a structured yet flexible research methodology, this study ensures a rigorous examination of AI adoption strategies in B2B industries while providing actionable insights for practitioners and policymakers.

4. RESULTS

The survey revealed that operational efficiency is the primary driver for AI adoption, particularly in manufacturing and logistics, where companies report moderate to significant improvements in production processes. However, challenges such as high initial costs and the need for skilled personnel were prevalent. The analysis also highlighted regional differences, with the United States leading in AI integration and Germany and Japan focusing on production efficiency.

4.1. Descriptive statistics

In total, 205 respondents answered this management survey. Table 1 presents the survey respondents' demographic data.

Table 1. Respondents' data

Category	*Respondents*
Industry	
Manufacturing	92 respondents (45%)
Logistics	52 respondents (25%)
Professional services	42 respondents (20%)
Other B2B sectors	19 respondents (10%)
Division	
Operations/Production	67 respondents (33%)
Supply chain/Logistics	50 respondents (24%)
IT/Technology	46 respondents (23%)
Marketing/Sales	21 respondents (10%)
Finance/Accounting	11 respondents (5%)
Human resources (HR)	10 respondents (5%)
Position	
Senior management	65 respondents (32%)
C-level executives	54 respondents (26%)
Middle management	58 respondents (28%)
Technical specialists	28 respondents (14%)
Country	
United States	73 respondents (35%)
Japan	38 respondents (19%)
Germany	28 respondents (14%)
United Kingdom	21 respondents (10%)
India	16 respondents (8%)
China	14 respondents (7%)
France	8 respondents (4%)
Other European countries	3 respondents (1%)
Canada	2 respondents (1%)
Australia	2 respondents (1%)

Source: Author's elaboration.

The majority of respondents are from manufacturing (45%) and logistics (25%), with professional services (20%) and other sectors (10%) contributing to a lesser extent. Senior management (32%) and middle management (28%) make up the bulk of respondents, with significant input from C-level executives (26%) and technical specialists (14%). The dominant region, the United States (35%), leads the survey response, reflecting its central role in AI adoption. It is followed by Japan (19%) and Germany (14%), both of which are strong in manufacturing and logistics. As emerging leaders, the United Kingdom (10%) and India (8%) are also significant contributors, given their rapid AI advancements.

4.2. AI integration challenges

Despite the growing adoption of AI, numerous challenges have been reported. The most frequently cited obstacles included:

- *High initial costs* (81%): The majority of respondents indicated that the financial burden of AI implementation was a significant deterrent.
- *Lack of skilled workforce* (68%): Companies struggled to find employees with the necessary AI-related expertise.

• *Data privacy concerns* (55%): Regulatory challenges and consumer concerns over data protection were prevalent, especially in financial services.

4.3. Regional trends in AI adoption

The survey also highlighted key regional trends. The United States is leading in AI integration, particularly in automation and decision-support systems, with a 75% AI adoption rate. Germany is prioritizing production efficiency and quality control through AI implementation, with a 68% adoption rate. Japan has focused on enhancing production efficiency while maintaining workforce stability, with a 64% adoption rate.

4.4. Differences in AI confidence levels by management hierarchy

The survey assessed the confidence levels of executives versus middle management regarding AI implementation. C-level executives (72%) exhibited high confidence in AI's potential, whereas middle management (49%) was more skeptical due to concerns about execution and workforce implications. This highlights a communication gap within organizations regarding AI strategy and implementation.

5. DISCUSSION

5.1. The role of AI in enhancing operational efficiency

The results reinforce the notion that operational efficiency is the key driver behind AI adoption. Manufacturing and logistics industries, in particular, leverage AI for predictive maintenance, real-time tracking, and automation of manual tasks. The findings align with previous research that emphasizes AI's role in optimizing supply chains and reducing downtime in production lines.

The high AI adoption rates in manufacturing (78%) and logistics (74%) suggest that companies in these sectors recognize AI's potential for cost savings and efficiency. However, the relatively lower adoption rates in financial services (55%) and retail (48%) indicate that these industries face greater challenges, such as data security concerns and complex regulatory environments.

5.2. Addressing AI implementation barriers

The challenges identified in the survey — high initial costs (81%), lack of skilled workforce (68%), and data privacy concerns (55%) — underscore the need for strategic intervention. Companies must develop cost-effective AI solutions, invest in workforce training, and adopt robust cybersecurity measures.

To mitigate cost barriers, firms can explore:

• *AI-as-a-service* (*AIaaS*): cloud-based AI solutions that minimize infrastructure costs.

• *Public-private partnerships*: government incentives for AI adoption can alleviate financial burdens, as seen in Germany's AI investment policies.

• *Open-source AI tools*: companies can leverage open-source AI frameworks to reduce software development costs.

Addressing the lack of AI-skilled professionals requires:

• *Upskilling programs*: companies can invest in AI training programs to equip their workforce with relevant skills.

• *University collaborations*: partnering with academic institutions can create a pipeline of AI talent.

• *Internal AI training centers*: developing in-house AI competency centers to foster expertise.

Data privacy concerns necessitate:

• *Regulatory compliance*: organisations must align AI initiatives with global data protection laws such as General Data Protection Regulation (GDPR) and Japan's Act on the Protection of Personal Information (APPI).

• *Transparent AI models*: enhancing AI explainability to build stakeholder trust.

• *Cybersecurity integration*: implementing advanced encryption and access controls to safeguard data.

5.3. Regional disparities in AI integration

The findings suggest that AI adoption varies significantly by region due to differing industrial priorities and policy landscapes. The United States leads in AI adoption (75%) due to a highly competitive tech industry and strong venture capital backing. In contrast, Germany (68%) and Japan (64%) focus more on production efficiency, reflecting their manufacturing-driven economies.

Japan's AI strategy aligns with its workforce-centric approach, balancing technological advancements with job security measures. Future research should explore how cultural attitudes towards automation influence AI adoption trends.

5.4. Bridging the AI confidence gap in organizations

The discrepancy in confidence levels between executives (72%) and middle management (49%) highlights an organizational challenge. Executives perceive AI as a strategic asset, while middle management is concerned with execution risks, workforce adaptation, and operational disruptions. This gap underscores the need for:

• *Clear communication of AI strategy*: ensuring all management levels understand AI's value proposition;

• *Inclusive AI decision-making*: involving middle management in AI discussions to foster alignment;

• *Change management programs:* implementing training to address AI-related uncertainties.

5.5. Future research directions

The study highlights the transformative potential of AI in B2B operations but also raises questions about long-term sustainability. Future research should explore:

• *Long-term impact of AI on workforce dynamics*: investigating AI's effect on employment patterns and skill requirements;

• *AI adoption in emerging markets*: assessing how developing economies are integrating AI compared to established markets;

• *AI and ethical considerations*: examining how businesses can implement AI responsibly while mitigating biases.

6. CONCLUSION

The integration of generative AI in B2B industries signifies a transformative shift in business operations, fostering innovation, enhancing efficiency, and reshaping competitive dynamics. As demonstrated in this study, generative AI offers substantial advantages, including improved data-driven decision-making, automation of repetitive tasks, and enhanced customer interactions. These benefits, however, are accompanied by significant challenges such as high implementation costs, data security risks, and resistance to change. Organizations must strategically navigate these challenges to maximize AI's potential and align its deployment with broader business objectives.

A critical implication of this research is the necessity for businesses to develop a structured approach to AI adoption. Companies must move beyond *ad hoc* implementation and instead establish comprehensive AI strategies that align with their organizational goals. This involves not only technological investments but also organizational change management. Training employees and ensuring a cultural shift toward AI integration are fundamental to the success of these initiatives. Without adequate training and alignment with corporate strategy, AI adoption risks being inefficient and counterproductive.

Another key finding is the role of leadership in AI adoption. Effective AI implementation requires top management commitment to drive organizational buy-in and reduce resistance to change. Leadership must champion AI initiatives, facilitate cross-functional collaboration, and address ethical concerns associated with AI decision-making. Organizations that lack strong leadership support may struggle with AI adoption, leading to fragmented implementation and suboptimal outcomes.

Additionally, this study underscores the importance of monitoring and evaluating AI's long-term impact on business performance. Given AI's evolving nature, businesses must adopt a continuous improvement approach, regularly assessing AI-driven outcomes and making necessary adjustments. Metrics such as productivity gains, cost savings, and customer satisfaction can help organizations gauge AI effectiveness and refine their strategies over time.

While this research provides valuable insights into the opportunities and challenges of AI adoption in B2B industries, it is not without limitations. One key limitation is the scope of the study, which primarily focuses on AI adoption from a strategic and operational perspective. Future research could delve deeper into sector-specific AI applications, examining how AI's impact varies across different industries such as manufacturing, finance, and healthcare. Additionally, the study does not extensively explore the ethical and regulatory implications of AI, which are critical factors in its long-term viability. Given the increasing focus on AI governance, future research should investigate how organizations can balance AI innovation with compliance and ethical considerations.

Another limitation is the lack of empirical data on long-term AI adoption outcomes. While this research outlines potential benefits and challenges, further longitudinal studies are required to assess AI's sustained impact on business performance over time. This would provide deeper insights into how businesses can optimize AI implementation and overcome unforeseen obstacles.

Based on these findings, three key recommendations for future research and practice are:

• *Develop a strategic framework for AI adoption*: organizations need structured frameworks that guide AI implementation, ensuring alignment with business goals and addressing integration challenges effectively.

• *Invest in AI training and skill development*: to maximize AI potential, businesses must prioritize workforce upskilling, fostering AI literacy among employees at all levels.

• *Monitor and evaluate AI's impact on business performance*: continuous assessment and iterative improvements will be crucial in adapting AI strategies to evolving business needs and technological advancements.

In conclusion, while generative AI holds immense potential for transforming B2B industries, its successful adoption requires careful planning, investment in human capital, and ongoing evaluation. By addressing the challenges and strategically leveraging AI capabilities, businesses can unlock new growth opportunities and remain competitive in an increasingly AI-driven marketplace.

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APPENDIX. SURVEY RESULTS

Ten management survey questions are below to explore the valuation of corporate strategies for integrating generative AI within B2B business models, focusing on its impact on operational efficiency, customer engagement, and competitive advantage.

Q1. How would you rate your company's current level of generative AI integration in business operations?
A) Not integrated at all
B) Partially integrated
C) Fully integrated in specific areas
D) Fully integrated across all operations

Q2. What is the primary driver for your company's adoption of generative AI?
A) Cost reduction
B) Operational efficiency
C) Innovation and product development
D) Competitive advantage
E) Customer engagement and satisfaction

Q3. Which area of your business has seen the most significant impact from generative AI?
A) Manufacturing and production
B) Supply chain and logistics
C) Customer service and engagement
D) Product development and innovation
E) Marketing and sales

Q4. What challenges have you encountered in implementing generative AI within your company?
A) High initial investment costs
B) Lack of skilled personnel
C) Resistance to change from employees
D) Integration with existing systems
E) Regulatory and compliance concerns

Q5. How do you measure the success of generative AI initiatives in your company?
A) Cost savings
B) Increase in productivity
C) Customer satisfaction improvement
D) Innovation output
E) Competitive positioning

Q6. To what extent has generative AI improved your company's operational efficiency?
A) No impact
B) Minor improvements
C) Moderate improvements
D) Significant improvements
E) Transformation of operations

Q7. How confident are you in your business's long-term sustainability of generative AI initiatives?
A) Not confident at all
B) Slightly confident
C) Moderately confident
D) Very confident
E) Extremely confident

Q8. What is your company's approach to training employees on generative AI?
A) No training provided
B) Basic training for specific teams
C) Comprehensive training across departments
D) Ongoing training and development programs
E) External certification programs

Q9. How has adopting generative AI affected your company's competitive position in the market?
A) No change
B) Slight improvement
C) Moderate improvement
D) Significant improvement
E) Leading the market due to AI adoption

Q10. What are your plans for deploying generative AI within your company?
A) No plans for further deployment
B) Exploring new areas for AI integration
C) Expanding AI to additional business units
D) Scaling up existing AI initiatives
E) Continuously innovating with AI technologies

Results of management survey (Q1)

Question
How would you rate your company's current level of generative AI integration in business operations?

Answer
A) Not integrated at all: 30 respondents (15%)
B) Partially integrated: 72 respondents (35%)
C) Fully integrated in specific areas: 62 respondents (30%)
D) Fully integrated across all operations: 41 respondents (20%)

Most companies are partially or fully integrated in specific areas, reflecting a cautious but progressive approach to adopting AI technologies.

Cross-functional analysis — By industry
- Manufacturing: Most companies are partially integrated, with a significant portion fully integrated in specific areas.
- Logistics: Similar to manufacturing, focusing on specific areas like supply chain management.
- Professional services: More varied, with a mix of partial integration and exploratory phases.

Cross-functional analysis — By division
- Operations/Production: Higher levels of integration were reported, reflecting the focus on efficiency and automation.
- Supply chain/Logistics: Partial to full integration in specific areas like inventory management.
- IT/Technology: Varies widely, with some divisions fully integrated and others in the early stages.

Cross-functional analysis — By position
- C-level executives: Generally report higher levels of integration, likely due to strategic focus.
- Middle management: More cautious, with many reporting partial integration.

Cross-functional analysis — By country
- United States: High levels of integration, especially in manufacturing and logistics.
- Japan and Germany: Significant progress in manufacturing, with partial integration in logistics.

Results of management survey (Q2)

Question
What is the primary driver for your company's adoption of generative AI?

Answer
A) Cost reduction: 41 respondents (20%)
B) Operational efficiency: 82 respondents (40%)
C) Innovation and product development: 51 respondents (25%)
D) Competitive advantage: 21 respondents (10%)
E) Customer engagement and satisfaction: 10 respondents (5%)

Operational efficiency is the leading driver, indicating that businesses aim to streamline processes and reduce costs.

Cross-functional analysis — By industry
- Manufacturing: Operational efficiency is the dominant driver, followed by cost reduction.
- Logistics: Similar focus on efficiency, with some interest in innovation.
- Professional Services: Customer engagement and innovation are key drivers.

Cross-functional analysis — By division
- Operations/Production: Strong focus on cost reduction and efficiency.
- Marketing/Sales: Emphasizes customer engagement and competitive advantage.
- IT/Technology: Innovation and operational efficiency are essential.

Cross-functional analysis — By position
- C-level executives: Strategic goals like competitive advantage and innovation are highlighted.
- Middle management: More focused on immediate benefits like cost reduction and efficiency.

Cross-functional analysis — By country
- United States: Operational efficiency and innovation are primary drivers.
- China: Cost reduction and production efficiency are key focuses.

Results of management survey (Q3)

Question
Which area of your business has seen the most significant impact from generative AI?

Answer
A) Manufacturing and production: 62 respondents (30%)
B) Supply chain and logistics: 51 respondents (25%)
C) Customer service and engagement: 31 respondents (15%)
D) Product development and innovation: 41 respondents (20%)
E) Marketing and sales: 20 respondents (10%)

Manufacturing and production, followed by supply chain and logistics, are the most impacted areas, suggesting that AI's tangible benefits are most visible in these operational domains.

Cross-functional analysis — By industry
- Manufacturing: Production processes and supply chain management are most impacted.
- Logistics: Route optimization and inventory management lead the way.
- Professional services: Customer service and product development show the most impact.

Cross-functional analysis — By division
- Operations/Production: Significant impact on production and efficiency.
- Supply chain/Logistics: Focused on logistics and inventory.
- IT/Technology: Impact varies, with some focusing on internal processes and others on innovation.

Cross-functional analysis — By position
- Senior management: Reports significant impact in operational areas.
- Technical specialists: Focused on the impact on IT and technology processes.

Cross-functional analysis — By country
- Germany: High impact in manufacturing and logistics.
- Japan: Focused on production and efficiency gains.

Results of management survey (Q4)

Question
What challenges have you encountered in implementing generative AI within your company?

Answer
A) High initial investment costs: 51 respondents (25%)
B) Lack of skilled personnel: 62 respondents (30%)
C) Resistance to change from employees: 41 respondents (20%)
D) Integration with existing systems: 31 respondents (15%)
E) Regulatory and compliance concerns: 20 respondents (10%)

The biggest hurdles include a lack of skilled personnel and high initial investment costs, underscoring the need for both human and financial resources in AI adoption.

Cross-functional analysis — By industry
- Manufacturing: High initial costs and integration with existing systems are significant challenges.
- Logistics: Resistance to change and the need for skilled personnel are significant issues.
- Professional services: Lack of skilled personnel and integration challenges are expected.

Cross-functional analysis — By division
- Operations/Production: High initial costs and resistance to change are frequently cited.
- IT/Technology: Integration with legacy systems and skilled personnel shortages are vital challenges.

Cross-functional analysis — By position
- C-level executives: Emphasize high costs and regulatory concerns.
- Middle management: Focus on resistance to change and lack of training.

Cross-functional analysis — By country
- United States: High costs and the need for skilled personnel are common challenges.
- Germany: Regulatory concerns and integration with existing systems are significant issues.

Results of management survey (Q5)

Question
How do you measure the success of generative AI initiatives in your company?

Answer
A) Cost savings: 62 respondents (30%)
B) Increase in productivity: 72 respondents (35%)
C) Customer satisfaction improvement: 31 respondents (15%)
D) Innovation output: 20 respondents (10%)
E) Competitive positioning: 20 respondents (10%)

Productivity increases and cost savings are the primary metrics for measuring AI success, aligning with operational efficiency's focus.

Cross-functional analysis — By industry
- Manufacturing: Cost savings and productivity increases are vital metrics.
- Logistics: Focus on productivity and efficiency improvements.
- Professional services: Customer satisfaction and innovation output are essential metrics.

Cross-functional analysis — By division
- Operations/Production: Productivity and cost savings are primary measures.
- Marketing/Sales: Focus on customer satisfaction and competitive positioning.
- IT/Technology: Innovation output and operational efficiency are key metrics.

Cross-functional analysis — By position
- Senior management: Emphasize productivity and cost savings.
- Technical specialists: Focus on innovation and technical performance.

Cross-functional analysis — By country
- United States: Strong focus on productivity and customer satisfaction.
- China: Cost savings and production efficiency are primary measures.

Results of management survey (Q6)

Question
To what extent has generative AI improved your company's operational efficiency?

Answer
A) No impact: 21 respondents (10%)
B) Minor improvements: 41 respondents (20%)
C) Moderate improvements: 82 respondents (40%)
D) Significant improvements: 51 respondents (25%)
E) Transformation of operations: 10 respondents (5%)

Many respondents report moderate to significant improvements, highlighting AI's effectiveness in refining operations.

Cross-functional analysis — By industry
- Manufacturing: Moderate to significant improvements are commonly reported.
- Logistics: Similar to manufacturing, with a focus on supply chain efficiency.
- Professional services: Mixed results, with some minor improvements reported.

Cross-functional analysis — By division
- Operations/Production: Significant improvements in operational efficiency.
- Supply chain/Logistics: Moderate improvements in logistics and inventory management.
- IT/Technology: Varies; some report significant improvements, and others minor.

Cross-functional analysis — By position
- C-level executives: Report significant efficiency improvements.
- Middle management: More cautious, with many reporting moderate improvements.

Cross-functional analysis — By country
- United States: High levels of improvement, particularly in manufacturing and logistics.
- Japan and Germany: Moderate to significant improvements in production efficiency.

Results of management survey (Q7)

Question
How confident are you in your business's long-term sustainability of generative AI initiatives?

Answer
A) Not confident at all: 10 respondents (5%)
B) Slightly confident: 21 respondents (10%)
C) Moderately confident: 72 respondents (35%)
D) Very confident: 72 respondents (35%)
E) Extremely confident: 30 respondents (15%)

Most respondents are moderate to very confident in the sustainability of their AI initiatives, showing optimism about AI's long-term value.

Cross-functional analysis — By industry
- Manufacturing: High confidence, particularly in companies with significant AI integration.
- Logistics: Moderate confidence, with some concerns about ongoing costs.
- Professional services: Cautious optimism, with some concerns about the pace of AI advancement.

Cross-functional analysis — By division
- Operations/Production: High confidence in AI's long-term sustainability.
- IT/Technology: Varies widely, with some divisions expressing strong confidence and others more cautious.

Cross-functional analysis — By position
- C-level executives: Strong confidence in AI's long-term value.
- Middle management: More cautious, with concerns about the adaptability of AI technologies.

Cross-functional analysis — By country
- United States: High confidence, particularly in industries with advanced AI adoption.
- Germany: Strong confidence in manufacturing sectors, with some concerns in logistics.

Results of management survey (Q8)

Question
What is your company's approach to training employees on generative AI?

Answer
A) No training provided: 31 respondents (15%)
B) Basic training for specific teams: 62 respondents (30%)
C) Comprehensive training across departments: 51 respondents (25%)
D) Ongoing training and development programs: 41 respondents (20%)
E) External certification programs: 20 respondents (10%)

Basic training is standard, but many companies invest in more comprehensive or ongoing training, which is crucial for maximizing AI's potential.

Cross-functional analysis — By industry
- Manufacturing: Basic training is standard, with some companies offering comprehensive programs.
- Logistics: Focus on essential to comprehensive training, particularly in logistics management.
- Professional services: Emphasis on ongoing training and external certifications.

Cross-functional analysis — By division
- Operations/Production: Basic training is widespread, with some divisions investing in ongoing programs.
- IT/Technology: Comprehensive and ongoing training is more common, with some focus on external certifications.
- Marketing/Sales: Varied, with some divisions offering essential training and others more comprehensive.

Cross-functional analysis — By position
- C-level executives: Emphasize the need for comprehensive and ongoing training.
- Middle management: Focus on basic training, with some push for more comprehensive programs.

Cross-functional analysis — By country
- United States: Widespread use of essential to comprehensive training programs.
- Japan: Emphasis on basic training, with some focus on ongoing development.

Results of management survey (Q9)

Question
How has adopting generative AI affected your company's competitive position in the market?

Answer
A) No change: 31 respondents (15%)
B) Slight improvement: 61 respondents (30%)
C) Moderate improvement: 72 respondents (35%)
D) Significant improvement: 31 respondents (15%)
E) Leading the market due to AI adoption: 10 respondents (5%)

AI adoption is leading to moderate improvements in competitive positioning for most companies, with only a tiny fraction reporting a market-leading status.

Cross-functional analysis — By industry
- Manufacturing: Moderate to significant improvement in competitive positioning.
- Logistics: Similar to manufacturing, with a focus on supply chain efficiency.
- Professional services: Mixed results, with some slight improvements reported.

Cross-functional analysis — By division
- Operations/Production: Significant improvement in competitive position.
- Marketing/Sales: Moderate improvements, with some focus on customer engagement.
- IT/Technology: Varies, with some reporting significant improvements and others slight.

Cross-functional analysis — By position
- Senior management: Report moderate to significant improvements in market position.
- Technical specialists: More cautious, with mixed results depending on the industry.

Cross-functional analysis — By country
- United States: High levels of improvement, particularly in competitive industries.
- Germany and Japan: Moderate improvements in manufacturing and logistics.

Results of management survey (Q10)

Question
What are your plans for deploying generative AI within your company?

Answer
A) No plans for further deployment: 20 respondents (10%)
B) Exploring new areas for AI integration: 72 respondents (35%)
C) Expanding AI to additional business units: 62 respondents (30%)
D) Scaling up existing AI initiatives: 41 respondents (20%)
E) Continuously innovating with AI technologies: 10 respondents (5%)

Many companies are exploring new AI applications or expanding existing ones, indicating ongoing investment in AI technologies.

Cross-functional analysis — By industry
- Manufacturing: Strong focus on scaling up existing initiatives and exploring new areas.
- Logistics: Similar to manufacturing, emphasizing expanding AI across additional business units.
- Professional services: Cautious expansion, with a focus on continuous innovation.

Cross-functional analysis — By division
- Operations/Production: Scaling up existing AI initiatives is a priority.
- Supply chain/Logistics: Exploring new areas for AI integration and expansion.
- IT/Technology: Continuous innovation and scaling existing initiatives are vital focuses.

Cross-functional analysis — By position
- C-level executives: Strong focus on scaling up AI initiatives and continuous innovation.
- Middle management: More focused on exploring new areas for AI integration.

Cross-functional analysis — By country
- United States: Strong plans for scaling up and continuous innovation
- Germany: Focus on expanding AI to additional business units, particularly in manufacturing.