
Customer and Competitor Orientation as Drivers of New Service Development and New Product Creativity: The Role of Coupled AI Capability and Strategic Agility in Indonesian Craft SMEs

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Abstract

Digital transformation is creating new innovation opportunities for small and medium-sized enterprises (SMEs), yet the benefits of artificial intelligence (AI) depend on whether firms can connect technological capability with strategic responsiveness. This study examines the effects of customer orientation and competitor orientation on new service development and new product creativity, while also assessing the role of a higher-order construct that couples AI capability with strategic agility. A quantitative, cross-sectional survey was conducted among 196 owners or managers of craft-sector SMEs registered with the Tangerang Regency Office of Cooperatives and Micro Enterprises, Indonesia. Data were collected using a 38-item, seven-point Likert questionnaire and analyzed with partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4. The results support all eight direct hypotheses. Customer orientation positively affects new service development ($\beta = 0.303$), new product creativity ($\beta = 0.307$), and AI capability–strategic agility coupling ($\beta = 0.489$). Competitor orientation also positively affects the coupling construct ($\beta = 0.457$), new service development ($\beta = 0.271$), and new product creativity ($\beta = 0.256$). In turn, the coupling construct has substantial positive effects on new service development ($\beta = 0.442$) and new product creativity ($\beta = 0.450$). The model explains 53.2% of the variance in AI capability–strategic agility coupling and 67.7% of the variance in each innovation outcome. The study extends market orientation and dynamic capabilities perspectives by showing that customer and competitor intelligence generate stronger innovation outcomes when supported by an integrated technological and strategic capability. The findings offer actionable guidance for craft SMEs and public support institutions seeking to strengthen AI-enabled innovation and sustainable competitiveness.

Keywords: customer orientation; competitor orientation; artificial intelligence capability; strategic agility; new service development; new product creativity; SMEs

INTRODUCTION

Micro, small, and medium-sized enterprises (SMEs) are central to employment creation, economic growth, and innovation across industries. More than 90% of firms worldwide fall within the SME category, making their continuity and competitiveness strategically important for economic stability (Mago & Modiba, 2022). SMEs also make substantial contributions to gross domestic product and employment in many countries (Ratanova & Voroncuka, 2021). Nevertheless, they face persistent constraints associated with limited resources, changing customer behavior, and intensifying competition. World Bank SME Finance (2019) reports that many SMEs in developing economies experience difficulty sustaining growth under increasingly complex business conditions. These pressures make product innovation, service innovation, digitalization, and technology-enabled decision making essential to business survival and competitiveness.

The rapid development of digital technologies has expanded the range of tools available to firms seeking efficiency and innovation. The Fourth Industrial Revolution is characterized by the integration of digital platforms, artificial intelligence (AI), machine learning, and data analytics into business activities (Schwab, 2017). These technologies allow organizations to address problems that are difficult to solve through conventional approaches (Gabriel, 2019). Information has consequently become a strategic asset,

and the ability to process and interpret data has emerged as an important source of competitive advantage (Eriksson et al., 2020). AI can improve operational effectiveness, accelerate decision making, and generate richer insights into markets and customers (Brynjolfsson & McAfee, 2014). Its role now extends beyond operational automation to customer relationship management, strategic planning, product development, and organizational creativity (Martínez-López & Casillas, 2013).

Technology alone, however, does not ensure innovation. Firms must continuously understand customer needs and monitor competitor behavior. Customer orientation reflects an organization's ability to identify customer preferences and incorporate that intelligence into decisions that create superior value (Kopalle et al., 2022). Competitor orientation refers to the systematic understanding of competitors' strengths, weaknesses, current actions, and longer-term strategies (Narver & Slater, 1990; Schulze et al., 2022). Together, these dimensions of market orientation help firms recognize opportunities, anticipate threats, and design offerings that remain relevant under changing market conditions.

The value of market intelligence is amplified when it is supported by suitable digital and strategic capabilities. AI capability enables firms to mobilize AI-related technological resources, human expertise, and managerial processes to collect, process, and analyze information more effectively (Mikalef & Gupta, 2021; Mikalef et al., 2021). Yet the acquisition of information is insufficient if the firm cannot translate it into timely action. Strategic agility allows organizations to adjust decisions, processes, and resource configurations as markets and technologies change (Junni et al., 2015; Teece, 2018). Conceptually, AI capability strengthens organizational sensing, whereas strategic agility supports seizing and reconfiguration. Their coupling therefore provides a mechanism through which data-based insight can be converted into responsive innovation (Ameen et al., 2022).

Prior studies indicate that customer and competitor orientations contribute to organizational innovation (Kopalle et al., 2022; Schulze et al., 2022; Andreou et al., 2020; Al-Surmi et al., 2020). Research also links technological capabilities and organizational agility to new product creativity and new service development (Amabile & Pratt, 2016; Dean et al., 2016; Yang et al., 2016; Chen et al., 2014). However, limited empirical work has examined these relationships simultaneously through a construct that explicitly couples AI capability with strategic agility. This gap is particularly important for craft-sector SMEs, whose resource limitations, technology adoption patterns, and innovation processes differ from those of large firms.

This study addresses that gap by testing a model in which customer orientation and competitor orientation predict both innovation outcomes and AI capability–strategic agility coupling, which in turn predicts new service development and new product creativity. The study contributes in three ways. First, it integrates market orientation theory with dynamic capabilities theory in an AI-enabled SME setting. Second, it conceptualizes the coupling of AI capability and strategic agility as an organizational capability that converts market information into innovation. Third, it provides evidence from registered craft SMEs in Tangerang Regency, Indonesia, a context that remains underrepresented in the AI and innovation literature.

LITERATURE REVIEW

Theoretical foundations

Market orientation theory views customer orientation and competitor orientation as complementary processes through which firms generate, interpret, and use market intelligence to create superior value (Narver & Slater, 1990). Customer information supports the identification of latent and expressed needs, whereas competitor information helps a firm understand alternative market offerings and anticipate competitive moves. In SMEs, these orientations are especially important because innovation resources are limited and must be directed toward opportunities with clear market relevance.

Dynamic capabilities theory explains how firms sense opportunities and threats, seize opportunities through strategic decisions, and reconfigure resources as environmental conditions change (Teece, 2007, 2018). AI capability enhances sensing by enabling faster and more accurate analysis of large volumes of data, while strategic agility facilitates rapid strategic response. Their coupling therefore represents an

integrated capability through which market intelligence can be converted into new services and creative products.

2.2 Customer orientation

Customer orientation is the organizational commitment to understanding target customers and creating solutions that address their current and emerging needs (Kopalle et al., 2022). It improves the quality of customer relationships by encouraging firms to gather feedback, interpret preferences, and align offerings with customer expectations (Kiffin-Petersen & Soutar, 2019; Zablah et al., 2012). For craft SMEs, close interaction with customers can reveal desired changes in design, function, customization, ordering, delivery, and after-sales support.

Customer knowledge is relevant to both service and product innovation. A firm that systematically interprets customer information can develop services that are more responsive and useful (Yang et al., 2016; Andreassen et al., 2016). Customer insight can also inspire products that are novel, meaningful, and aligned with market expectations (Xu & Peterson, 2013; Im & Workman, 2004; Das et al., 2023). Moreover, a strong customer orientation may encourage the adoption of AI-enabled analytics and agile decision processes because firms require faster and more accurate ways to understand changing customer behavior (Ameen et al., 2024; Mikalef & Gupta, 2021; Junni et al., 2015; Brynjolfsson & McAfee, 2017).

H1: *Customer orientation has a positive and significant effect on new service development.*

H2: *Customer orientation has a positive and significant effect on new product creativity.*

H3: *Customer orientation has a positive and significant effect on AI capability–strategic agility coupling.*

2.3 Competitor orientation

Competitor orientation concerns the systematic collection and interpretation of information about current and potential competitors, including their strengths, weaknesses, offerings, and strategic direction (Narver & Slater, 1990; Andreou et al., 2020). Such intelligence helps firms recognize changes in market standards, detect emerging competitive threats, and identify opportunities for differentiation. It can therefore stimulate both technological adaptation and innovative responses.

Competitor monitoring may motivate firms to combine AI-based information processing with strategic agility because rapid competitive analysis is valuable only when it is followed by timely action (Mikalef & Gupta, 2021; Junni et al., 2015; Wilson & Daugherty, 2018). Competitor intelligence can also support new service development by revealing service gaps and alternative delivery practices (Schulze et al., 2022; Andreassen et al., 2016). It may encourage new product creativity by showing where existing market offerings are undifferentiated, although excessive imitation can reduce originality (Xu & Peterson, 2013; Calantone et al., 2002; Im & Workman, 2004; Lukas & Ferrell, 2000). The value of competitor orientation therefore depends on using market comparison as an input to differentiation rather than replication.

H4: *Competitor orientation has a positive and significant effect on AI capability–strategic agility coupling.*

H5: *Competitor orientation has a positive and significant effect on new service development.*

H6: *Competitor orientation has a positive and significant effect on new product creativity.*

2.4 Coupling AI capability and strategic agility

AI capability is the organizational ability to combine AI-related technologies, data, human skills, and managerial resources to improve business processes and decision quality (Mikalef & Gupta, 2021; Mikalef et al., 2021). AI systems can emulate selected forms of human intelligence, including learning, pattern recognition, reasoning, and decision support (Shankar, 2018; Davenport et al., 2019; Ahmed et al., 2022; Russell & Norvig, 2016). Effective AI capability requires both technical and managerial competence so that technology is aligned with strategic objectives (Trunk et al., 2020; Dwivedi et al., 2021).

Strategic agility is the ability to balance the exploration of new opportunities with the exploitation of existing resources while responding flexibly to market and technological change (Junni et al., 2015). It encompasses sensing, rapid decision making, and the reconfiguration of resources and business models (Teece, 2007; Weber & Tarba, 2014). Digital transformation strengthens agility by enabling flexible

processes and data-driven coordination (Warner & Wäger, 2019), while global uncertainty makes agility increasingly important for adaptation (Tarba et al., 2023).

The coupling of AI capability and strategic agility reflects the integration of analytical intelligence with strategic responsiveness. AI can automate repetitive tasks, improve productivity, support personalized customer interactions, and enable employees to focus on creative and strategic activities (Brynjolfsson & McAfee, 2017; Davenport et al., 2020; Wilson & Daugherty, 2018; Huang & Rust, 2021). Strategic agility allows firms to act on these insights quickly. The resulting coupling should improve new service development and new product creativity by helping firms identify trends, experiment with alternatives, and reconfigure resources around promising opportunities (Ameen et al., 2022; Ransbotham et al., 2020; Das et al., 2023).

H7: *AI capability–strategic agility coupling has a positive and significant effect on new service development.*

H8: *AI capability–strategic agility coupling has a positive and significant effect on new product creativity.*

2.5 Innovation outcomes

New service development is the process of creating, improving, and implementing services that provide additional value to customers (Yang et al., 2016). Its success depends on understanding evolving customer expectations, involving employees who interact directly with customers, and maintaining a clear development strategy (Ameen et al., 2024; Karlsson & Skålén, 2015; Ottenbacher & Harrington, 2010; Alam, 2016). Information technology can support this process by enabling more accurate analysis and personalization (Chen & Tsou, 2012).

New product creativity refers to the novelty, meaningfulness, and communicability of a new product as perceived by the market (Xu & Peterson, 2013). Creativity is the foundation of innovation because it generates ideas that can be transformed into valuable offerings (Amabile & Pratt, 2016). Firms with stronger innovation capability are more able to develop distinctive concepts and designs (Calantone et al., 2002). A creative product must not only be novel but also communicate clear benefits and remain relevant to customer needs (Dean et al., 2016; Schulze et al., 2022; Ameen et al., 2024; Das et al., 2023).

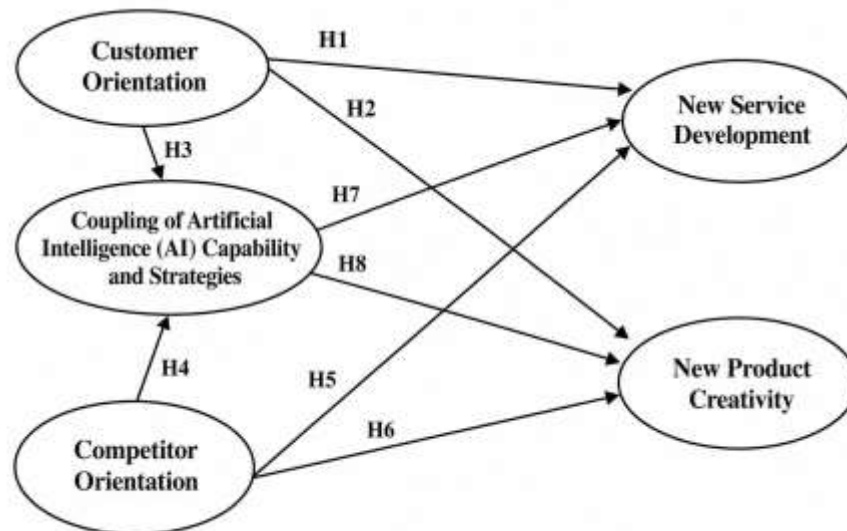


Figure 1. Conceptual model and hypotheses

METHOD

3.1 Research design and setting

This study used a quantitative, cross-sectional survey design. The research setting comprised craft-sector micro, small, and medium-sized enterprises registered with the Tangerang Regency Office of

Cooperatives and Micro Enterprises. Data collection began in April 2026. Purposive sampling was used because the study required respondents with direct knowledge of business strategy and innovation. Eligible respondents were owners or managers of registered craft SMEs. The final dataset contained 196 valid responses.

The questionnaire was administered online through Google Forms. All constructs were measured using a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Participation was voluntary. The source manuscript does not provide additional procedural details regarding ethical approval or informed consent; these declarations should be completed in accordance with the requirements of the target journal.

3.2 Measures

The instrument contained 38 items adopted from established studies. Customer orientation was measured with nine items adapted from Kopalle et al. (2022), and competitor orientation was measured with four items adapted from Andreou et al. (2020). The higher-order AI capability–strategic agility coupling construct combined six AI capability items adapted from Mikalef and Gupta (2021) and Mikalef et al. (2021) with eight strategic agility items adapted from Junni et al. (2015). New service development was measured with five items adapted from Yang et al. (2016), and new product creativity was measured with six items adapted from Xu and Peterson (2013). The number of constructs, indicators, and scale points was retained from the source study.

3.3 Pretest and data analysis

A pretest was evaluated in SPSS 24. The source output reported Kaiser–Meyer–Olkin values between 0.764 and 0.858 and Cronbach’s alpha values between 0.815 and 0.920. The pretest process resulted in all 38 items being retained for the main survey.

The hypothesized model was analyzed using partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4. PLS-SEM was selected because the model includes multiple latent constructs and a higher-order construct, and because the analysis focuses on explaining variance in the innovation outcomes (Hair et al., 2014, 2017). Measurement model assessment considered indicator loadings, Cronbach’s alpha, rho_A, composite reliability, average variance extracted (AVE), the Fornell–Larcker criterion, and the heterotrait–monotrait ratio (HTMT). Structural model assessment examined coefficients of determination (R^2), standardized path coefficients, t statistics, and p values. The final sample of 196 exceeded the minimum sample requirement reported in the original research design (Mathwick et al., 2001).

RESULTS

4.1 Respondent profile

The sample consisted of 196 craft SME owners or managers. Women represented 72.1% of respondents and men 27.9%. Most respondents were 20–30 years old (64%), followed by 31–40 years (21%), below 20 years (11%), and 41–50 years (4%); no respondents were older than 50 years. Regarding business age, 43.3% of the SMEs had operated for 3–5 years, 37.1% for less than one year, and 19.6% for 1–3 years. The profile indicates a predominantly young and female entrepreneurial sample, with a mixture of established and newly created craft businesses.

Table 1. Respondent characteristics

Characteristic	Category	Percentage
Gender	Female	72.1%
	Male	27.9%
Age	Below 20 years	11.0%
	20–30 years	64.0%
	31–40 years	21.0%
	41–50 years	4.0%
	Above 50 years	0.0%
Business age	Less than 1 year	37.1%
	1–3 years	19.6%
	3–5 years	43.3%

4.2 Measurement model

All indicator loadings exceeded the recommended threshold of 0.70. Loading ranges were 0.899–0.922 for competitor orientation, 0.778–0.849 for AI capability–strategic agility coupling, 0.857–0.915 for customer orientation, 0.882–0.904 for new product creativity, and 0.871–0.904 for new service development. Therefore, all indicators were retained.

Table 2. Reliability and convergent validity

Construct	Items	Loading range	Cronbach's α	rho_A	CR	AVE
Competitor orientation	4	0.899–0.922	0.929	0.930	0.949	0.824
AI capability–strategic agility coupling	14	0.778–0.849	0.967	0.968	0.971	0.702
Customer orientation	9	0.857–0.915	0.966	0.966	0.970	0.785
New product creativity	6	0.882–0.904	0.948	0.949	0.959	0.794
New service development	5	0.871–0.904	0.938	0.939	0.952	0.799

Cronbach's alpha values ranged from 0.929 to 0.967, rho_A values from 0.930 to 0.968, and composite reliability values from 0.949 to 0.971. AVE values ranged from 0.702 to 0.824. These results indicate strong internal consistency and convergent validity (Hair et al., 2021, 2022; Henseler et al., 2015).

Discriminant validity was assessed using the Fornell–Larcker criterion and HTMT. The square roots of AVE were 0.908 for competitor orientation, 0.838 for AI capability–strategic agility coupling, 0.886 for customer orientation, 0.891 for new product creativity, and 0.894 for new service development. Each reported diagonal value exceeded the corresponding interconstruct correlations. Reported HTMT values ranged from 0.197 to 0.800, below the conservative threshold of 0.85. Accordingly, the measurement model met the reported discriminant validity criteria (Fornell & Larcker, 1981; Henseler et al., 2015; Hair et al., 2022).

4.3 Structural model and hypothesis testing

The model explained 53.2% of the variance in AI capability–strategic agility coupling. Customer orientation, competitor orientation, and the coupling construct jointly explained 67.7% of the variance in both new service development and new product creativity. These values indicate moderate to substantial explanatory power for the endogenous constructs.

Table 3. Coefficients of determination

Endogenous construct	R ²	Adjusted R ²	Interpretation
AI capability–strategic agility coupling	0.532	0.527	Moderate
New product creativity	0.677	0.672	Moderate to substantial
New service development	0.677	0.672	Moderate to substantial

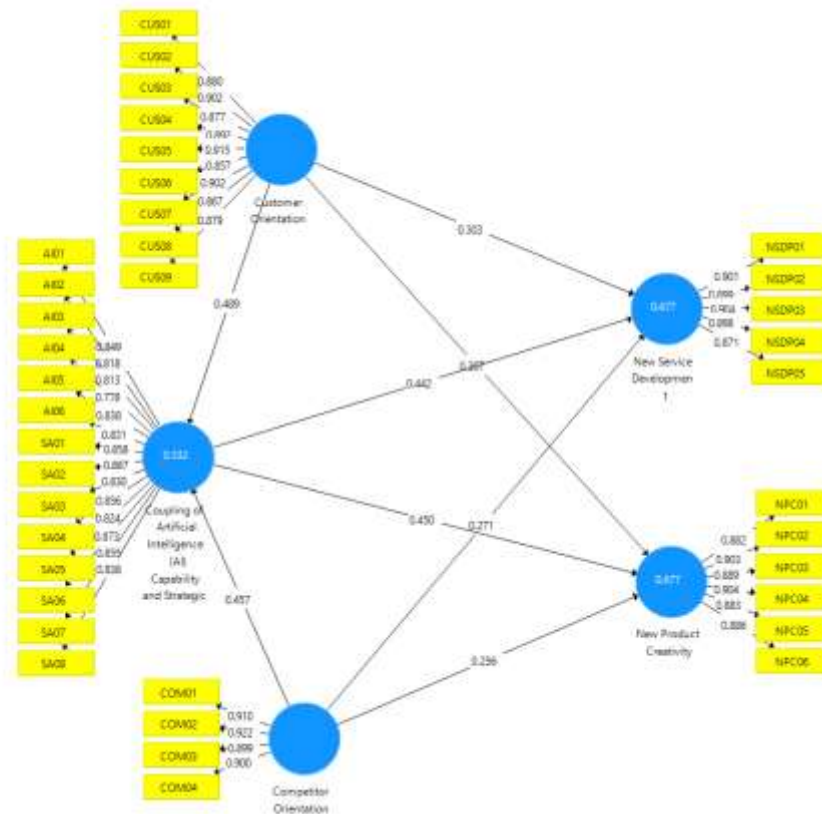


Figure 2. Structural model results

All eight hypothesized direct relationships were positive and statistically significant. Customer orientation had its strongest effect on AI capability–strategic agility coupling ($\beta = 0.489$), while the coupling construct was the strongest direct predictor of both new service development ($\beta = 0.442$) and new product creativity ($\beta = 0.450$). All reported *p* values were below 0.001.

Table 4. Structural path results

Hypothesis	Structural path	β	<i>t</i>	<i>p</i>	Decision
H1	Customer orientation → New service development	0.303	6.312	<0.001	Supported
H2	Customer orientation → New product creativity	0.307	5.812	<0.001	Supported
H3	Customer orientation → AI capability–strategic agility coupling	0.489	9.753	<0.001	Supported
H4	Competitor orientation → AI capability–strategic agility coupling	0.457	10.473	<0.001	Supported
H5	Competitor orientation → New service development	0.271	4.865	<0.001	Supported
H6	Competitor orientation → New product creativity	0.256	5.190	<0.001	Supported
H7	AI capability–strategic agility coupling → New service development	0.442	7.225	<0.001	Supported
H8	AI capability–strategic agility coupling → New product creativity	0.450	7.790	<0.001	Supported

5. Discussion

5.1 Customer orientation, digital capability, and innovation

The positive effects of customer orientation on new service development and new product creativity support H1 and H2. Craft SMEs that systematically interpret customer preferences are better positioned to redesign service processes and generate products that are novel yet meaningful. Customer knowledge can guide changes in ordering, customization, communication, delivery, design, motif, material, and product function. These findings align with market orientation theory, which regards customer understanding as a foundation for superior value creation (Narver & Slater, 1990), and with evidence that customer orientation supports service and product innovation (Atuahene-Gima, 1996; Im & Workman, 2004).

Customer orientation also had a strong positive effect on AI capability–strategic agility coupling, supporting H3. This result suggests that a sustained focus on customers creates demand for better data processing and faster strategic response. SMEs that need to recognize changing preferences, personalize interactions, and evaluate feedback are more likely to integrate AI-enabled analysis with agile decision

making. The finding is consistent with the dynamic capabilities perspective, in which digital technologies strengthen sensing while strategic agility enables timely seizing and resource reconfiguration (Teece, 2018).

5.2 Competitor orientation, digital capability, and innovation

The positive relationship between competitor orientation and AI capability–strategic agility coupling supports H4. Monitoring competitors increases the need for rapid information processing and adaptive strategic action. In a competitive craft market, AI-based tools can help identify changes in pricing, promotion, product design, customer response, and digital visibility, while strategic agility enables the SME to translate those observations into timely decisions. This pattern is consistent with the proposition that AI capability improves the strategic value of organizational data (Mikalef et al., 2019).

Competitor orientation also positively affected new service development and new product creativity, supporting H5 and H6. Competitor intelligence can reveal service weaknesses, underserved customer segments, and opportunities for differentiation. It can also stimulate creative responses by encouraging SMEs to develop distinctive designs, features, or customer experiences. These findings are consistent with research linking competitor orientation to organizational innovation (Han et al., 1998; Zhou et al., 2005). At the same time, the results should not be interpreted as support for imitation. As Lukas and Ferrell (2000) caution, excessive competitor focus can reduce originality. The strategic value of competitor information lies in identifying differentiation opportunities rather than reproducing existing offerings.

5.3 AI capability–strategic agility coupling and innovation outcomes

The coupling construct had substantial positive effects on both new service development and new product creativity, supporting H7 and H8. Its coefficients were larger than the direct effects of either market orientation dimension on the two innovation outcomes. This pattern indicates that market knowledge produces stronger innovation outcomes when SMEs can analyze information effectively and respond strategically. AI-enabled analysis may improve customer segmentation, trend identification, demand prediction, personalization, and operational automation. Strategic agility complements these analytical benefits by enabling rapid experimentation and resource reallocation.

The effect on new service development indicates that AI and agility can improve service design through faster feedback interpretation, personalization, and process redesign. This conclusion is consistent with the view that AI is a strategic technology for service transformation (Dwivedi et al., 2021). The effect on new product creativity shows that AI can support ideation and market pattern recognition, while agility enables firms to test and refine ideas quickly. Thus, AI should not be treated merely as an operational tool; its innovation value depends on how it is integrated with strategic responsiveness.

5.4 Theoretical implications

This study extends market orientation theory by demonstrating that customer and competitor orientations contribute not only directly to innovation but also to the development of an integrated AI and strategic capability. The two orientations provide different but complementary information: customer orientation identifies desired value, whereas competitor orientation identifies market alternatives and differentiation opportunities.

The study also extends dynamic capabilities theory by operationalizing the coupling of AI capability and strategic agility as a higher-order capability. AI capability supports sensing through data processing and pattern recognition, while strategic agility supports seizing and reconfiguration through rapid decisions and flexible resource use. The results show that this integrated capability explains a meaningful share of variance in new service development and new product creativity in an SME context.

Finally, the findings add evidence from Indonesian craft SMEs, a context characterized by resource constraints, personalized production, and strong dependence on customer and market knowledge. This setting demonstrates that AI-enabled dynamic capabilities are relevant not only to large technology-intensive firms but also to smaller creative businesses.

5.5 Practical implications

Craft SME owners and managers should formalize the collection of customer and competitor information. Customer feedback, search behavior, social-media interaction, purchase patterns, and complaint records can be organized into simple data routines. Competitor monitoring should focus on

identifying gaps in service, design, value propositions, and customer experience rather than copying competitors.

AI adoption should be linked to a specific strategic problem. Affordable tools can support customer segmentation, trend analysis, content generation, response automation, demand estimation, and design exploration. However, technology investments will generate limited value unless decision processes are sufficiently agile. SMEs should therefore shorten approval cycles, encourage experimentation, and periodically reallocate resources toward emerging opportunities.

Government agencies and SME support institutions can accelerate adoption by providing practical training, shared digital infrastructure, mentoring, and use-case demonstrations tailored to craft businesses. Programs should combine technical AI skills with market analysis and agile strategy so that digital tools are translated into measurable innovation outcomes.

6. Limitations and Future Research

This study has several limitations. First, the sample was limited to registered craft SMEs in Tangerang Regency, and the findings should therefore be generalized cautiously to other industries and regions. Future research could replicate the model across manufacturing, food, fashion, tourism, and service SMEs, as well as across different institutional environments.

Second, the cross-sectional design captures relationships at one point in time and cannot establish temporal causality. Longitudinal studies could examine how AI adoption, strategic agility, and innovation outcomes evolve as SMEs gain experience with digital tools.

Third, the model includes two market orientation dimensions and one integrated capability construct. Future studies could examine digital capability, innovation capability, knowledge management capability, entrepreneurial orientation, organizational learning, or digital transformation as additional antecedents, mediators, or moderators. Further analysis should also test specific indirect effects if the coupling construct is to be described formally as a mediator.

Finally, the study relies on self-reported data from a single respondent in each SME. Future research could combine owner or manager responses with customer evaluations, objective innovation indicators, or longitudinal performance data.

7. Conclusion

This study examined how customer orientation and competitor orientation influence new service development and new product creativity through a model that incorporates AI capability–strategic agility coupling. PLS-SEM analysis of 196 craft SMEs showed that all eight direct hypotheses were supported. Both market orientation dimensions positively influenced the coupling construct and the two innovation outcomes. The coupling construct, in turn, was a strong predictor of new service development and new product creativity.

The findings demonstrate that market intelligence and digital capability are mutually reinforcing. Understanding customers and competitors directs attention toward relevant innovation opportunities, while the combination of AI-enabled analysis and strategic agility enables SMEs to act on those opportunities. For craft SMEs, sustainable competitiveness therefore depends not only on adopting AI but also on integrating it with responsive strategic processes that convert information into distinctive services and creative products.

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