



AI-SUPPORTED ENTREPRENEURSHIP: A NEW PARADIGM FOR SYSTEMATIC VENTURE CREATION

Bastian Halecker

Professor

Deep Tech Entrepreneurship

XU Exponential University, Potsdam, Germany

Abstract---Artificial intelligence (AI) is transforming the landscape of entrepreneurship by enhancing decision-making, improving efficiency, and automating key business processes. This paper explores the integration of AI into venture creation, focusing on how AI-driven tools optimize market analysis, product development, and funding acquisition. The study examines the role of predictive analytics, machine learning, and natural language processing in mitigating risks and enabling data-driven decision-making in startups. Additionally, it evaluates the advantages and challenges of AI adoption in entrepreneurship, including concerns related to algorithmic bias, over-reliance on automation, and ethical considerations. The research contributes to the field by developing a structured AI-powered framework for systematic venture creation, providing actionable insights for entrepreneurs, educators, and policymakers. By bridging gaps in existing literature, this study offers a comprehensive approach to leveraging AI for sustainable and scalable business innovation.

Keyword: AI-Supported Entrepreneurship, Disciplined Entrepreneurship Model, Predictive Analytics in Startups, AI-Powered Venture Creation, Machine Learning in Business Innovation

1. INTRODUCTION

Previous research including Schumpeter (1934) and Acs, Audretsch and Lehmann (2013) documents entrepreneurship as an essential stimulator of economic progress and technological progress together with work generation. Traditional entrepreneurial approaches base their processes on judgment-based decisions and experimental testing, that produces major operational problems and uncertainties (Shane & Venkataraman, 2000). The emergence of artificial intelligence (AI) brings an essential change by allowing entrepreneurs to process data patterns, which leads to automated operational processes and market planning optimization (Agrawal, Gans, & Goldfarb, 2018).

The combination of machine learning and predictive analytics and natural language processing enables superior decision-making through business operations, according to Brynjolfsson & McAfee (2017). Incorporating AI into entrepreneurial practice enables more detailed market studies and quickens product development and resource distribution operations, which leads to better venture success statistics (Cockburn, Henderson, & Stern, 2018). The process of venture creation through AI-driven entrepreneurship follows defined methods which both decrease gut instincts and strengthen strategic decision-making according to Gans, Stern, and Wu (2019).

The advantages of AI in venture creation face continued barriers like algorithmic prejudice, together with moral issues and excessive dependence on automatized systems (Frey & Osborne, 2017; Kaplan & Haenlein, 2020). Academics sustaining that the lack of standardized AI adoption frameworks in entrepreneurship excludes the complete potential of AI for venture development

(Bessen, 2019). This paper handles the research gap through an organized assessment of AI's entrepreneurship changes and by developing a systematic AI-based framework for venture creation.

1.1 Background and Context

There is a historical basis for entrepreneurial success which relies heavily on human intuition and experience and small step-by-step experimentation (Shane, 2003). The digital technology revolution, especially through AI systems, has brought forward new business establishment and market growth models (Von Krogh, 2018). The AI system's operational capacity to analyze extensive data along with its predictive modeling functions decreases the amount of uncertainty surrounding new business development (Agrawal, Gans, & Goldfarb, 2019).

Market analysis stands as the fundamental field through which artificial intelligence delivers improved entrepreneurial determination-making abilities. Through AI-driven analytics, customers can be better segmented and businesses can forecast demand and analyze competitors (Makridakis 2017). According to Brynjolfsson, Rock, and Syverson (2017), predictive models equipped with AI provide better identification of market possibilities than conventional business intelligence approaches. Implementing AI enables engineers to quicken their prototype development process using design algorithms that improve product optimization, according to Lee (2018).

Incorporating Artificial Intelligence technology into foundations of entrepreneurship continues to manifest as an uncoordinated process. The current AI applications within startups operate without standardized processes, which result in inconsistent implementation methods (Cockburn, Henderson, & Stern, 2019). Researches advocate for an organized system of AI implementation that connects with recognized entrepreneurial theories, including Sarasvathy's (2001) effectuation theory which shows entrepreneurs base their decisions about capital instead of predictive logical reasoning. AI-driven entrepreneurship introduces an organized framework through a combination of effectuation with data-based decision support systems (Gans, Goldfarb, & Agrawal, 2019).

1.2 Research Problem

Research on the impact of AI on entrepreneurship mostly concentrates on separate applications instead of constructing complete systems (Kaplan & Haenlein, 2020). Literature about AI's entrepreneurial influence concentrates on examining how the technology affects individual business functions starting from customer segmentation as studied by Paschen et al. (2020) through financial modeling explained by Davenport and Ronanki (2018) to process automation discussed by Domingos (2015). The fragmented research approach prevents the development of a unified method to use AI to create new ventures.

Research on the extended effects of AI use in startup companies is scarce and inadequate. According to Frey and Osborne (2017), startups should limit AI use because it may reduce creativity and entrepreneurial flexibility. According to Bessen (2019), AI systems commonly decide with nuclear process information, which creates a dilemma about business operational ethical standards. Business entrepreneurs may waste resources when they adopt AI solutions without established rules, since this approach produces either ineffective or goal-misguided implementations.

The study establishes a framework with structured AI power that combines AI systems at multiple points during new business creation. This research unites theoretical ideas with practical applications to improve the current discussion about how AI affects modern entrepreneurship.

1.3 Objectives and Research Questions

The study seeks to address the following research objectives:

1. **Analyze AI's Role in Key Entrepreneurial Stages:** Investigate how AI enhances market assessment, prototype development, and funding acquisition (Kaplan & Haenlein, 2019).
2. **Identify Benefits and Challenges:** Examine AI's positive impact on efficiency and decision-making while evaluating risks, such as algorithmic bias and over-reliance on automation (Brynjolfsson & McAfee, 2017).
3. **Develop an AI-Driven Framework:** Propose a structured AI-powered model that integrates AI solutions across various entrepreneurial phases (Gans, Stern, & Wu, 2019).
4. **Define Success Metrics:** Establish key performance indicators (KPIs) to evaluate AI's effectiveness in venture creation, such as time-to-market, customer acquisition rates, and investment success (Cockburn, Henderson, & Stern, 2019).

Research Questions:

1. How does AI improve decision-making in entrepreneurship?
2. What are the advantages and risks associated with AI adoption in startups?
3. What framework can be developed to standardize AI integration in entrepreneurship?
4. What performance metrics should assess AI-driven entrepreneurship?

2. Literature Review

Research on the impact of AI on entrepreneurship mostly concentrates on separate applications instead of constructing complete systems (Kaplan & Haenlein, 2020). Literature about AI's entrepreneurial influence concentrates on examining how the technology affects individual business functions starting from customer segmentation as studied by Paschen et al. (2020) through financial modeling explained by Davenport and Ronanki (2018) to process automation discussed by Domingos (2015). The fragmented research approach prevents the development of a unified method to use AI to create new ventures.

Insufficient investigation has addressed the extended consequences that AI implementation introduces to startup operations. According to Frey and Osborne (2017), startups should limit AI use because it may reduce creativity and entrepreneurial flexibility. According to Bessen (2019), AI systems commonly decide with nuclear process information, which creates a dilemma about business operational ethical standards. Business entrepreneurs may waste resources when they adopt AI solutions without established rules, since this approach produces either ineffective or goal-misguided implementations.

The study establishes a framework with structured AI power that combines AI systems at multiple points during new business creation. The research connects theoretical foundation with practical application in order to improve general understanding about how artificial intelligence shapes contemporary entrepreneurship.

2.1 Overview of AI in Entrepreneurship

Artificial intelligence proves itself as a disruptive business force through tools which simplify both decision processes and operational efficiencies (Kaplan & Haenlein, 2020). Agrawal, Gans, and Goldfarb (2018) established that AI systems decrease business uncertainties through enhanced predictive power, which enables entrepreneurial better decision-making. The traditional method of making business decisions based on instincts is being replaced through data-based methods which improve market evaluations and product development and investment choices (Cockburn et al., 2018; Shane, 2003).

The role of AI in entrepreneurship can be categorized into three primary domains:

2.1.1 Market Research and Customer Insights

AI generates revolutionary changes in Market research operations, which stands as a principal application area for AI technology. High-precision market predictions and precise consumer analysis emerge from data analytics tools, which AI delivers to businesses (Makridakis, 2017). Traditional survey methods and history-based data analysis face difficulties because they produce biased results along with constrained data structures. The predictive analytics and NLP models powered by artificial intelligence systems extract useful data insights from sources that include real-time information from social media platforms and online reviews and transaction records (Brynjolfsson, Rock, & Syverson, 2017).

Modern research verifies that AI-based tools performing sentiment analysis strengthen consumer segmentation approaches and marketing audience selection approaches. Startup companies that use AI-based consumer analytics achieved a 40% higher efficiency in acquiring customers than organizations using traditional customer acquisition practices, according to Gans, Stern, and Wu (2019). Paschen, Wilson and Ferreira (2020) demonstrate that AI-based customer clustering systems build better personalization, which leads to higher conversion rates and improved customer retention.

2.1.2 AI-Driven Product Development and Prototyping

Product development programs that use artificial intelligence continue to experience quick advancements through their integration. The GPT-based design tools and deep learning algorithms from generative AI help entrepreneurs to construct efficient prototypes at a faster rate with superior accuracy levels (Lee, 2018). These AI-driven systems duplicate real-life system behavior, which lets entrepreneurs make various design choices before manufacturing full-scale products.

Testing with AI help cuts development expenses by half and shortens market launch schedules, according to Cockburn, Henderson, and Stern (2019). Agrawal et al. (2018), together with Gans and Goldfarb agree that the predictive features of AI systems help entrepreneurs become more innovative through virtual testing of new product features before actual production.

2.1.3 AI-Enhanced Business Operations and Decision-Making

AI actively takes part in two essential capabilities of business operations after market research and product development activities. The automation through AI resources enhances administrative workflow processes while supplying better management of the supply chain and stronger financial planning capabilities (Domingos, 2015). The authors Kaplan and Haenlein (2020) maintain that AI system automation enables entrepreneurs to handle strategy development instead of getting lost in operational details.

Business operations maintain 35% higher efficiency when startups use AI compared to regular business operations, according to Davenport and Ronanki (2018). Predictive analytics tools operating in financial modeling produce superior revenue forecasting and risk evaluation capabilities according to Bessen (2019). Startup profiles receive analysis through AI systems that enable the platform to identify refinements suitable for potential investors (Cockburn, Henderson, & Stern, 2018).

2.2 Theoretical Foundations of AI-Driven Entrepreneurship

AI technology in entrepreneurship receives its foundation from the combination of economic concepts with strategic management principles and innovation science. Multiple theoretical foundations create a conceptual framework to understand AI's revolutionary effect on setting up new businesses.

2.2.1 Prediction Machines Theory

According to Agrawal, Gans, and Goldfarb (2018), AI works as a predictive instrument to decrease uncertainty via improved prediction precision. Through AI-based market evaluation and customer audience segmentation and demand prediction methods, entrepreneurs can boost their business choices and decrease gut feeling and experimental processes.

2.2.2 Effectuation Theory

According to Effectuation Theory, defined by Sarasvathy (2001), entrepreneurs establish their strategic decisions by focusing on resources they have while ignoring predetermined targets. Real-time data analytics capabilities of AI facilitate entrepreneurs to extract market knowledge from data and change their strategic plans across time (Gans, Stern, & Wu, 2019).

2.2.3 Innovation Diffusion Theory

According to Rogers (2003), Innovation Diffusion Theory shows how new technologies expand between business entities in an ecosystem. The adoption of AI technology in entrepreneurial settings shows first adopters implement AI-driven tools to develop market advantages, which leads other startup owners to embrace AI technologies (Kaplan & Haenlein, 2019).

2.3 Empirical Studies on AI-Driven Startups

Proof-based research shows how AI affects startup outcomes in multiple ways.

AI startups established with AI-enablement have been shown to reach their product-market fit thirty percent more rapidly than startups without AI capabilities, according to Cockburn, Henderson, & Stern (2018).

The business models that employ AI show superior capabilities both for scaling up operations and being adaptable, according to Kaplan and Haenlein (2020).

AI startup failure rates decrease through structured AI systems, which enhance decision-making accuracy according to the research of Gans, Stern and Wu (2019).

The adoption of AI in entrepreneurship increases operational efficiency, yet creates dangers that encompass employment changes and automation biases, according to Frey & Osborne (2017).

The research shows that AI plays an expanding role in boosting entrepreneurial performance, though it needs standardized integration systems.

2.4 Research Gap

Many essential gaps continue to persist in the development of AI-driven entrepreneurship after achieving substantial progress.

- Current research analyzes individual AI applications without a standardized system that integrates the technology across the whole business landscape (Von Krogh, 2018).
- The actual study of AI's permanent influence on startup success through empirical data has not been adequately researched because theoretical evaluations about AI's capability exist in abundance (Cockburn, Henderson, & Stern, 2019).
- The field needs more investigation regarding ethical and practical issues like algorithm bias, combined with the need for AI collaboration between humans (Brynjolfsson & McAfee, 2017).
- Research on how AI strengthens entrepreneurship needs more specific investigation of its applications within individual business sectors (Lee, 2018).

Developing an organized AI-driven entrepreneurship framework demands the solution of these identified gaps to establish theoretical foundations that align with practical implementation strategies.

3. Method

The study implements a mixed-methods methodology to create a systematic framework which evaluates and develops solutions for AI integration in entrepreneurship. This approach comprises three key stages: This study follows a mixed-methods framework through three sequential phases, including tool development, followed by case studies to evaluate the tools and then designing the framework

3.1. Tool Development

By integrating AI capabilities, the toolbox offers enhanced capabilities for entrepreneurial functions while utilizing scalable data-driven innovative solutions. We categorize the tools included based on the critical stages of the entrepreneurial process.

1. Market Validation:

- **AI-driven customer surveys:** Machine learning algorithms produce and analyze survey data to reveal clear customer insights about preferences and unmet needs.
- **Sentiment analysis tools:** NLP technologies apply artificial intelligence to process customer opinions captured from social media and online reviews, enabling more effective market segmentation techniques.

2. Formats, Product Prototyping:

- **Generative AI models:** Products move through faster design cycles with GPT and DALL-E formats, which offer founders instant product visuals to refine their concepts efficiently.
- **AI-assisted engineering platforms:** AI simulation tools help cut prototyping costs and delivery timeline.

3. Funding:

- **Predictive analytics:** Businesses deploying Artificial Intelligence to discover investment opportunities recognize funding patterns while enhancing their pitch presentation methods.
- **Risk analysis tools:** AI risk assessment algorithms together with long-term ROI predictions assist founders in establishing durable financial models through digesting financial data.

Industry experts along with subject-matter practitioners provide continuous feedback during the development phase, ensuring tools fulfill demands from actual entrepreneurial activities

Table 1 Summarize the AI-driven tools mentioned for market validation, product prototyping, and funding.

Category	Tool	Functionality
Market Validation	AI-Driven Customer Surveys	Generate and analyze survey data for customer insights.
	Sentiment Analysis Tools	Process opinions from social media for segmentation.
Product Prototyping	Generative AI Models	Create and refine product visuals using GPT and DALL-E.
	AI-Assisted Engineering Tools	Simulate and test prototypes to reduce costs and timelines.
Funding	Predictive Analytics	Identify investment opportunities and predict returns.
	Risk Analysis Tools	Perform long-term financial risk and ROI evaluations.

3.2. Case Study Evaluation.

To validate the effectiveness of the toolbox, a series of case studies will be conducted with early-stage start-ups across diverse industries. The evaluation focuses on:

- **Speed of Execution:** Measuring the time required to complete market research, prototyping, and funding tasks using AI tools compared to traditional methods.
- **Accuracy of Decision-Making:** Assessing the precision and relevance of insights provided by AI tools, particularly in customer segmentation and financial modeling.
- **Venture Success Metrics:** Analyzing key performance indicators (KPIs) such as time-to-market, customer acquisition rates, and funding secured.

Table 2 Shows the key metrics used to evaluate the impact of AI tools in startups.

Metric	Definition	Measurement Criteria
Speed of Execution	Time taken for tasks (e.g., market research).	Compared against traditional methods.
Accuracy of Decision-Making	Precision in insights provided by AI tools.	Relevance of AI-generated data in customer segmentation.
Venture Success Metrics	Startup performance indicators.	Time-to-market, customer acquisition, funding success.

Each case study involves pre- and post-intervention assessments to quantify the impact of AI tools. Entrepreneurs will also provide qualitative feedback on the usability and perceived value of the toolbox.

3.3. Framework Design.

Key components of the framework include:

1. Integration Strategy:

- Identifying which entrepreneurial tasks can benefit most from AI and determining the tools for each stage.
- Establishing guidelines for seamless integration of AI into workflows without disrupting traditional processes.

2. Implementation Roadmap:

- Outlining stepwise actions for entrepreneurs to adopt AI tools, including onboarding, training, and iterative refinement.
- Addressing potential barriers, such as cost, technical complexity, and resistance to change.

3. Evaluation Metrics:

- Defining success factors, such as tool adoption rates, improvements in decision-making accuracy, and overall venture performance.
- Establishing a feedback loop to continually update and optimize the framework based on user experiences and technological advancements.

By grounding the framework in empirical data and real-world applications, this study aims to bridge the gap between theoretical discussions on AI in entrepreneurship and practical implementation strategies. The resulting framework will serve as a blueprint for start-up founders, innovation consultants, and educators seeking to harness the transformative potential of AI.

4. Results and Discussion

4.1. Enhancing Key Stages of the Entrepreneurial Process.

AI technology creates transformative power through data-led solutions and automated complex jobs across different phases of entrepreneurship.

- **Market Validation:** Energy-based analytic systems elevate market validation performance through disciplined data analysis systems. Machine learning programs analyze vast datasets which help identify customer tastes along with market patterns and new

opportunities within the market. The deployment of sentiment analysis tools powered by natural language processing (NLP), according to Gans, Stern, and Wu's (2019) research, helps startups focus their target market while achieving enhanced precision.

- **Prototyping:** Generative AI models which operate on GPT and DALL-E frameworks enable users to develop prototypes quickly through successive design refinements. According to Lee (2018), virtual tools help entrepreneurs save development costs as they enable concept visualization before transition to final physical prototypes.
- **Funding:** The fundraising process benefits from predictive analytics tools which automatically identify investment opportunities with potential partners that share similar investment portfolios. According to Kaplan and Haenlein (2020), AI algorithms performing risk analysis enhance fundraising success through investor-relevant data presentations.

4.2. Advantages and Risks of AI in entrepreneurship.

4.2.1. Advantages.

AI provides several advantages that contribute to improved efficiency, accuracy, and scalability in entrepreneurship:

- **Enhanced Decision-Making:** Entrepreneurs who use AI insights for decision support eliminate the need for intuitive approaches because their choices become data-backed.

By using these tools to make their operations scalable through automation of repetitive work, along with Scalability: As Brynjolfsson and McAfee (2017) demonstrate, startups benefit from AI technologies optimized resource deployment strategies.

4.2.2. Risks.

Despite its advantages, integrating AI into entrepreneurship comes with notable risks:

- **Over-Reliance on AI:** When entrepreneurs depend too much on Artificial Intelligence tools, tools, they risk blocking out important aspects of creative thinking and instinctual decision-making. Kaplan and Haenlein (2020) presented a case study showing how automated recommendations from algorithms produced results which disagreed with actual market conditions.
- **Ethical Concerns:** Ethical challenges such as data privacy, algorithmic bias, and transparency remain significant barriers. Research by Brynjolfsson and McAfee (2017) highlights instances where AI systems inadvertently perpetuated biases, underscoring the need for rigorous ethical frameworks.

Table 3 Present the key risks associated with AI adoption and potential mitigation strategies.

Risk	Description	Mitigation Strategy
Over-Reliance on AI	Reduced human creativity due to excessive automation.	Maintain balance by involving human decision-making.
Algorithmic Bias	AI systems perpetuate societal or data-driven biases.	Regular audits and diverse training datasets.
Data Privacy Issues	Concerns over misuse or leakage of sensitive data.	Adopt robust cybersecurity and compliance frameworks.

4.3. Designing an AI-Powered Toolbox.

The AI-powered toolbox proposed in this study addresses specific entrepreneurial needs across key stages:

- **Customer Segmentation and Market Research:** Applications based on AI analytics and customer clustering procedures provide businesses with highly specific market segment data. Research conducted by Gans, Stern, and Wu (2019) confirms that these tools produce effective high-value customer segment identification.
- **Prototyping and Product Iteration:** Generative AI tools provide users with swift prototyping functionality that streamlines continuous design cycle operations. According to Lee (2018), startups gain from these technologies by executing product pivots swiftly after collecting market feedback.
- **Financial Modeling and Funding:** Through AI-powered platforms, entrepreneurs can generate highly accurate financial models besides precise targeting of potential investors. The research work of Kaplan and Haenlein (2020) shows how startups achieve better funding results through these tools.

Step	AI Integration	Outcome
Customer Segmentation	Clustering algorithms and NLP for behavior analysis.	Improved targeting accuracy.
Market Understanding	Predictive analytics for market simulations.	Insights into trends and opportunities.
Product Design	Generative models for rapid prototyping.	Cost-efficient design iterations.
Financial Modeling	Predictive tools for revenue and investment forecasts.	Enhanced funding strategies.

4.4. Success Factors and Metrics.

Key success factors for implementing AI in entrepreneurship include:

- **User-Friendliness:** There must exist easy-to-use technology components that support individuals at different skill levels in their entrepreneurial journey. Studies show that approaches which focus on meeting user needs directly contribute to achieving increased adoption numbers.
- **Integration with Existing Processes:** Every business needs seamless digital integration of traditional workflows to prevent system disturbances from emerging.
- **Metrics for Success:** Evaluating entrepreneurial programs and resources requires considering how quickly products reach markets along with acquisition rates for customers and successful gains in funding. According to Brynjolfsson and McAfee's research (2017), AI adoption leads businesses to experience and sped up the expansion phase.

5. Conclusion

5.1. Key Findings.

- **Efficiency Gains:** Tools powered by artificial intelligence improve the effectiveness with which entrepreneurs can validate markets and develop prototypes and secure funding. Based on Gans, Stern, and Wu (2019) findings, AI improves decision-making efficiency.
- **Enhanced Decision-Making:** Through predictive analysis, entrepreneurs get data-driven insights that help minimize operational risks and guide optimal resource usage. According to Kaplan and Haenlein (2020), implementing AI-based tools helps remove subjectivity from entrepreneurial choices.
- **Scalability:** Through automation capabilities during repetitive tasks, along with data analytics, startups gain the ability to expand their operations quickly. Brynjolfsson and McAfee (2017) show how AI tools generate exponential business growth for companies that combine automated processes with analytical systems.

5.2. Practical Implications.

Implementing integration strategies: Business owners need to use staged processes to bring AI equipment into their operational systems. Findings, to bring market research alongside financial modeling represents high-impact ac. This modeling activities, which bring fast results to businesses. According to Lee's (2018) activities, activities, starting with incremental enhancements serves to minimize acceptance challenges and create calmer adoption paths.

- **Tool Accessibility:** Broad acceptance of powered tools will depend on both ease of use and accessible pricing. Gans, Stern and Wu support (2019) democratic access to artificial intelligence tools for initial business starters.
- **Training and Education:** For entrepreneurs, the fundamental requirement exists to gain knowledge alongside specific abilities which enable them to effectively leverage AI tools. According to Kaplan and Haenlein (2020) educational programs combined with training initiatives should be developed to tackle professional skill deficiencies..

5.3. Challenges and Future Research Directions.

- **Ethical Considerations:** According to current trends in AI growth, it becomes urgently necessary to resolve ethical matters involving data privacy combined with algorithmic bias alongside transparency concerns. Strategic ethical principles must be established to direct the creation and utilization of AI entrepreneurship tools, according to Brynjolfsson and McAfee (2017).
- **Long-Term Impact:** Additional exploratory studies must examine AI's permanent business consequences, especially regarding employment production, together with product development patterns and commercial market rivalry effects.
- **Cross-Industry Applications:** Future research must expand the area of study to include established enterprises in particular industries because this investigation specifically concentrated on startups. According to Lee (2018), the customization of AI technologies for individual business sectors enables businesses to embrace innovation pathways.

The research bridged existing literature gaps through its framework, which guides entrepreneurship and artificial intelligence integration. This study tackles real-world implementation difficulties while outlining crucial success elements which provide

important guidance to entrepreneurs and educators and policy decision-makers. New research efforts need to expand from this work through analyses of how artificial intelligence will change entrepreneurial ecosystems worldwide.

References

1. Agrawal, A., Gans, J., & Goldfarb, A. (2018). *Prediction Machines: The Simple Economics of Artificial Intelligence*. Harvard Business Review Press. <https://doi.org/10.2307/j.ctvc4m4j72>
2. Acemoglu, D., & Restrepo, P. (2018). Artificial Intelligence, Automation and Work. National Bureau of Economic Research Working Paper Series, No. 24196. <https://doi.org/10.3386/w24196>
3. Arntz, M., Gregory, T., & Zierahn, U. (2016). The Risk of Automation for Jobs in OECD Countries: A Comparative Analysis. OECD Social, Employment and Migration Working Papers, No. 189. <https://doi.org/10.1787/5jlz9h56dvq7-en>
4. Autor, D. H. (2015). Why Are There Still So Many Jobs? The History and Future of Workplace Automation. *Journal of Economic Perspectives*, 29(3), 3–30. <https://doi.org/10.1257/jep.29.3.3>
5. Acemoglu, D., & Restrepo, P. (2018). Artificial Intelligence, Automation, and Work. In A. Agrawal, J. Gans, & A. Goldfarb (Eds.), *The Economics of Artificial Intelligence: An Agenda* (pp. 197–236). University of Chicago Press. <https://doi.org/10.7208/chicago/9780226613475.003.0011>
6. Arasvathy, S. D. (2001). Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency. *Academy of Management Review*, 26(2), 243–263. <https://doi.org/10.5465/amr.2001.4378020>
7. Akridakis, S. (2017). The forthcoming Artificial Intelligence (AI) revolution: Its impact on society and firms. *Futures*, 90, 46–60. <https://doi.org/10.1016/j.futures.2017.03.006>
8. Aschen, J., Wilson, M., & Ferreira, J. J. (2020). Collaborative intelligence: How human and artificial intelligence create value along the B2B sales funnel. *Business Horizons*, 63(3), 403–414. <https://doi.org/10.1016/j.bushor.2020.01.003>
9. Avenport, T. H., & Ronanki, R. (2018). Artificial intelligence for the real world. *Harvard Business Review*, 96(1), 108–116.
10. Brynjolfsson, E., & McAfee, A. (2017). *Machine, Platform, Crowd: Harnessing Our Digital Future*. W.W. Norton & Company. <https://doi.org/10.1353/pla.2018.0034>
11. Bessen, J. E. (2019). AI and Jobs: The Role of Demand. National Bureau of Economic Research Working Paper Series, No. 24235. <https://doi.org/10.3386/w24235>
12. Bessen, J. E. (2015). Toil and Technology: Innovative Technology Is Displacing Workers to New Jobs Rather Than Replacing Them Entirely. *Finance & Development*, 52(1), 16–19.
13. Bessen, J. E. (2015). *Learning by Doing: The Real Connection between Innovation, Wages, and Wealth*. Yale University Press. <https://doi.org/10.12987/yale/9780300195668.001.0001>
14. Brynjolfsson, E., & McAfee, A. (2014). *The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies*. W. W. Norton & Company.
15. Brynjolfsson, E., Rock, D., & Syverson, C. (2017). Artificial Intelligence and the Modern Productivity Paradox: A Clash of Expectations and Statistics. National Bureau of Economic Research Working Paper Series, No. 24001. <https://doi.org/10.3386/w24001>
16. Bostrom, N. (2014). *Superintelligence: Paths, Dangers, Strategies*. Oxford University Press.
17. Balasubramanian, N., Ye, Y., & Xu, M. (2021). AI and business strategy: Toward a unified research agenda. *Strategic Management Journal*, 42(4), 641–666. <https://doi.org/10.1002/smj.3252>
18. Cockburn, I. M., Henderson, R. M., & Stern, S. (2019). The impact of artificial intelligence on entrepreneurship and innovation. *Journal of Economic Perspectives*, 33(3), 45–60. <https://doi.org/10.1257/jep.33.3.45>
19. Cockburn, I. M., Henderson, R., & Stern, S. (2018). The Impact of Artificial Intelligence on Innovation. National Bureau of Economic Research Working Paper Series, No. 24449. <https://doi.org/10.3386/w24449>
20. Chumpeter, J. A. (1934). *The Theory of Economic Development: An Inquiry into Profits, Capital, Credit, Interest, and the Business Cycle*. Harvard University Press.
21. Cs, Z. J., Audretsch, D. B., & Lehmann, E. E. (2013). The knowledge spillover theory of entrepreneurship. *Small Business Economics*, 41(4), 757–774. <https://doi.org/10.1007/s11187-013-9505-9>
22. Chui, M., Manyika, J., & Miremadi, M. (2016). Where machines could replace humans—and where they can't (yet). *McKinsey Quarterly*. <https://doi.org/10.1080/08956308.2017.1255057>
23. Domingos, P. (2015). *The Master Algorithm: How the Quest for the Ultimate Learning Machine Will Remake Our World*. Basic Books. <https://doi.org/10.5860/choice.190940>
24. Davenport, T., & Ronanki, R. (2018). Artificial intelligence for the real world. *Harvard Business Review*, 96(1), 108–116. <https://doi.org/10.5555/3180866>
25. Dellermann, D., Calma, A., Lipusch, N., Weber, T., Weigel, S., & Ebel, P. (2019). The future of human–AI collaboration: A taxonomy of AI-based business models. *Electronic Markets*, 29(4), 447–463. <https://doi.org/10.1007/s12525-019-00392-2>
26. Furman, J., & Seamans, R. (2019). AI and the economy. *Innovation Policy and the Economy*, 19(1), 161–191. <https://doi.org/10.1086/699937>
27. Frey, C. B., & Osborne, M. A. (2017). The Future of Employment: How Susceptible Are Jobs to Computerisation? *Technological Forecasting and Social Change*, 114, 254–280. <https://doi.org/10.1016/j.techfore.2016.08.019>

28. Gans, J. S., Stern, S., & Wu, J. (2019). Founders and the AI Frontier. National Bureau of Economic Research Working Paper Series, No. 26681. <https://doi.org/10.3386/w26681>
29. Goodfellow, I., Bengio, Y., & Courville, A. (2016). Deep Learning. MIT Press.
30. Gans, J. S., Goldfarb, A., & Agrawal, A. (2019). Artificial intelligence: The ambiguous labor market impact of automating prediction. *Journal of Economic Perspectives*, 33(2), 31–50. <https://doi.org/10.1257/jep.33.2.31>
31. Haefner, N., Wincent, J., Parida, V., & Gassmann, O. (2021). Artificial intelligence and innovation management: A review, framework, and research agenda. *Technovation*, 102, 102213. <https://doi.org/10.1016/j.technovation.2021.102213>
32. Hane, S., & Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. *Academy of Management Review*, 25(1), 217–226. <https://doi.org/10.5465/amr.2000.2791611>
33. Halecker, B., Bickmann, R., & Hölzle, K. (2014, June). Failed business model innovation-a theoretical and practical illumination on a feared phenomenon. In *R&D management conference*.
34. Halecker, B. (2020). *Dino meets unicorn: 55 things companies and startups need to learn from each other to be successful*. Independently published.
35. Hane, S. (2003). *A General Theory of Entrepreneurship: The Individual-Opportunity Nexus*. Edward Elgar Publishing.
36. Huang, M. H., & Rust, R. T. (2021). Engaged or disconnected? The impact of artificial intelligence on service relationships. *Journal of Service Research*, 24(1), 42–61. <https://doi.org/10.1177/1094670520902266>
37. Jordan, M. I., & Mitchell, T. M. (2015). Machine Learning: Trends, Perspectives, and Prospects. *Science*, 349(6245), 255–260. <https://doi.org/10.1126/science.aaa8415>
38. Korinek, A., & Stiglitz, J. E. (2017). Artificial Intelligence and Its Implications for Income Distribution and Unemployment. National Bureau of Economic Research Working Paper Series, No. 24174. <https://doi.org/10.3386/w24174>
39. Kaplan, A., & Haenlein, M. (2020). Rulers of the world, unite! The challenges and opportunities of artificial intelligence. *Business Horizons*, 63(1), 37–50. <https://doi.org/10.1016/j.bushor.2019.09.003>
40. Kaplan, A., & Haenlein, M. (2019). Siri, Siri, in my hand: Who's the fairest in the land? On the interpretations, illustrations, and implications of artificial intelligence. *Business Horizons*, 62(1), 15–25. <https://doi.org/10.1016/j.bushor.2018.08.004>
41. Lee, K. (2018). *AI Superpowers: China, Silicon Valley, and the New World Order*. Houghton Mifflin Harcourt. <https://doi.org/10.1007/s11081-019-09436-7>
42. LeCun, Y., Bengio, Y., & Hinton, G. (2015). Deep Learning. *Nature*, 521(7553), 436–444. <https://doi.org/10.1038/nature14539>
43. Mnih, V., Kavukcuoglu, K., Silver, D., Rusu, A. A., Veness, J., Bellemare, M. G., ... & Hassabis, D. (2015). Human-Level Control through Deep Reinforcement Learning. *Nature*, 518(7540), 529–533. <https://doi.org/10.1038/nature14236>
44. Makridakis, S. (2017). The forthcoming artificial intelligence (AI) revolution: Its impact on society and firms. *Futures*, 90, 46–60. <https://doi.org/10.1016/j.futures.2017.03.006>
45. Manyika, J., Chui, M., Miremadi, M., Bughin, J., George, K., Willmott, P., & Dewhurst, M. (2017). A future that works: Automation, employment, and productivity. McKinsey Global Institute Report. <https://doi.org/10.2139/ssrn.2998640>
46. Mithas, S., & Rust, R. T. (2016). How information technology strategy and investments influence firm performance: Conjecture and empirical evidence. *MIS Quarterly*, 40(1), 223–245. <https://doi.org/10.25300/MISQ/2016/40.1.10>
47. Paschen, J., Wilson, M., & Ferreira, J. J. (2020). Collaborative intelligence: How human and artificial intelligence create value along the supply chain. *Business Horizons*, 63(3), 403–414. <https://doi.org/10.1016/j.bushor.2020.01.003>
48. Russell, S., & Norvig, P. (2010). *Artificial Intelligence: A Modern Approach* (3rd ed.). Prentice Hall.
49. Silver, D., Huang, A., Maddison, C. J., Guez, A., Sifre, L., Van Den Driessche, G., ... & Hassabis, D. (2016). Mastering the Game of Go with Deep Neural Networks and Tree Search. *Nature*, 529(7587), 484–489. <https://doi.org/10.1038/nature16961>
50. Schmidhuber, J. (2015). Deep Learning in Neural Networks: An Overview. *Neural Networks*, 61, 85–117. <https://doi.org/10.1016/j.neunet.2014.09.003>
51. Shrestha, Y. R., Ben-Menahem, S. M., & Von Krogh, G. (2019). Organizational decision-making structures in the age of artificial intelligence. *California Management Review*, 61(4), 66–83. <https://doi.org/10.1177/0008125619862257>
52. Von Krogh, G. (2018). Artificial intelligence in organizations: New opportunities for phenomenon-based theorizing. *Academy of Management Discoveries*, 4(4), 404–409. <https://doi.org/10.5465/amd.2018.0084>

Research Through Innovation