



THE APPLICATION OF ARTIFICIAL INTELLIGENCE IN MANAGING BUSINESS DATA AND KNOWLEDGE IN INFORMATION SYSTEMS

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Abstract: In today's dynamic business environment, an organization's ability to effectively manage data and transform it into strategic knowledge represents a key competitive advantage. This paper explores the role of artificial intelligence (AI) as a transformative tool within management information systems (MIS) for optimizing data and knowledge management processes. Through a systematic literature review and a case study of Planjax komerc d.o.o. Tešanj, the paper identifies technological foundations such as machine learning, natural language processing, and agentic intelligence. The results indicate significant financial and operational benefits, including revenue growth of up to 15% and cost reduction through inventory optimization and personalization of the customer experience. The analysis covers the integration of AI into the SECI knowledge conversion model, highlighting the shift from reactive to proactive decision-making. The paper concludes that successful implementation requires a balance between technological innovation, organizational readiness, and ethical standards, thereby establishing a framework for the development of intelligent and resilient business systems in the digital economy.

Keywords: Data analysis, information systems, retail, artificial intelligence, knowledge management.

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1. Introduction

The modern business environment is characterized by rapid change, increasing competition, and an ever-growing volume of data generated through the daily operations of organizations. Under such conditions, timely and high-quality information becomes a key resource for business decision-making and the achievement of competitive advantage. For this very reason, information technologies and information systems are playing an increasingly important role in managing business processes, data, and knowledge within organizations. The development of information systems has enabled organizations to collect, process, store, and distribute business data more efficiently, but the mere availability of a large volume of data does not guarantee its actual value.

The key challenge of modern business is not a lack of data, but the ability to analyze it and transform it into useful knowledge that can support strategic and operational decision-making. It is estimated that global data creation will exceed 175 zettabytes this year, exposing critical weaknesses in conventional knowledge management frameworks that rely on ad hoc curation and keyword-based search [2]. In this context, the management of business data and knowledge becomes one of the most important tasks of contemporary organizations. With the further development

of technology, artificial intelligence in particular is emerging as an advanced tool that enables the automation of complex data and knowledge processing tasks.

Artificial intelligence provides the ability to analyze large datasets, recognize patterns, predict future trends, and support management in the decision-making process. Its application in information systems significantly improves business efficiency and enables organizations to adapt more quickly to changes in the environment. In this paper, artificial intelligence is conceptualized as a driver of systemic organizational transformation, requiring continuous learning, ethical foresight, and strategic capability in order to achieve competitive advantage [1]. The subject of this research is the analysis of the role of artificial intelligence as a tool for managing business data and knowledge in information systems, with special emphasis on the integration of these technologies into real business processes.

The aim of this paper is to present the importance of artificial intelligence in modern information systems and its contribution to improving the management of business data and knowledge. Special attention is paid to understanding how artificial intelligence helps in data analysis, knowledge generation, and higher-quality business decision-making. The paper also points to the advantages, as well as the challenges and limitations, of applying artificial

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intelligence in information systems, including issues of transparency, reliability, and ethics, which are becoming increasingly important when decisions are made on the basis of algorithmic analyses.

2. Information Systems

Information systems represent one of the key elements of modern business and are an indispensable part of almost every organization, regardless of its type and size. Their primary role is reflected in the collection, processing, storage, and distribution of information necessary for the efficient functioning of business processes and business decision-making. With the development of information technologies, information systems have evolved from simple data-processing tools into complex systems that integrate different business functions and enable the strategic management of organizations.

In the broadest sense, an information system can be defined as a set of interconnected elements that work together to collect and process data with the aim of creating relevant information. These elements include technical, organizational, and human components, whose coordinated functioning is crucial to the success of the system. Information systems are not merely technical solutions, but also organizational frameworks that support business processes and communication within the organization. The importance of information systems in modern business is reflected in their ability to improve efficiency and productivity.

The use of information systems reduces the need for manual work, increases the accuracy of data processing, and significantly shortens the time required to perform business activities. In addition, information systems enable timely access to information, which is especially important in a dynamic and competitive market environment. High-quality information enables management to make better business decisions, plan future activities, and manage resources more efficiently. In this way, information systems become a means of achieving competitive advantage because they enable faster responses to changes in the environment and more precise insight into business opportunities and risks.

The functioning of information systems is based on the interconnection of their core components:

- **Hardware:** The physical foundation of the system (computers, servers, network equipment).
- **Software:** Programs and applications used to perform business tasks.
- **Data:** The central element whose processing generates information.
- **People:** Users who play a key role in use and maintenance.
- **Procedures:** Rules that define how the system is used within processes.

The diversity of business needs has led to the development of different types of information systems tailored to specific management levels. In modern organizations, there is an increasingly strong need to integrate these systems in order to ensure a single and reliable source of data. Integrated information systems, such as ERP systems, enable the linking of different

functions such as finance, human resources, and marketing, thus achieving better coordination and transparency. Such systems represent the basis for the application of advanced technologies, including artificial intelligence, which further enhances the management of business data and knowledge.

2.1. Types of information systems

In accordance with different management levels and types of business activities, various types of information systems have been developed. Transaction Processing Systems (TPS) form the foundation by recording day-to-day transactions such as sales or procurement and enabling the accurate collection of large amounts of data. Management Information Systems (MIS) evolved as an upgrade to TPS, intended for the middle management level in order to convert operational data into summarized reports and charts.

Decision Support Systems (DSS) represent a more advanced type intended for solving complex and poorly structured problems by using analytical models to simulate scenarios. Executive Information Systems (EIS) are oriented toward the highest management level, providing strategically important information and tracking key performance indicators. A special place is held by Knowledge Management Systems (KMS), which enable the collection, organization, and sharing of documented knowledge and employee experience, thereby directly contributing to innovation and competitive advantage.

Integrated ERP systems combine these functionalities into a single whole, ensuring consistency of information throughout the organization. The application of different types of information systems enables organizations to adapt IT support to their specific needs, while their interconnection represents the key to a successful information environment and a prerequisite for the application of artificial intelligence.

3. Business Data Management

Data in itself has little value unless it is systematically organized, processed, and analyzed. Business data includes all facts and records generated during operations, including structured data in databases and unstructured data such as emails or images. Managing this data encompasses a range of activities across its life cycle: collection, processing, storage, distribution, and use.

Traditional databases enable structured storage, while modern data warehouses integrate data from different sources for analytical purposes. With the development of the Big Data concept, organizations are faced with processing enormous volumes of diverse data generated at high speed. This requires advanced technologies capable of processing data in real time and extracting useful information, making Big Data an important foundation for the application of artificial intelligence.

High-quality information enables management to identify problems and new business opportunities. However, data security and quality represent significant challenges; unauthorized access or inaccuracies can have serious consequences. Therefore, data management includes protection measures, the definition of rules for integrity, and respect for privacy, which is particularly important under conditions of increased digitalization. Effective data management creates the basis for knowledge creation and enables organizations to realize the full potential of information systems through the application of AI technologies.

Table 1. Data Management

Data Management Component	Traditional Approach	AI-Enhanced Approach
Collection	Manual entry and batch processing	IoT sensors and real-time streaming
Analysis	Descriptive (what happened?)	Predictive and prescriptive
Storage	Relational databases	Vector databases and data lakes
Quality	Periodic validation	Automated anomaly detection

4. Business Knowledge Management

In modern organizations, knowledge is recognized as a key factor of sustainable competitive advantage. Business knowledge management (KM) represents a systematic approach to identifying, organizing, and using knowledge in order to improve efficiency. It is crucial to distinguish between data (raw facts), information (processed data in context), and knowledge (information enriched with experience and skills).

Knowledge can be formally documented or embedded in employees' experience. The goal of KM is to make both forms available to the organization in order to prevent information loss and enable reuse. The management process includes the creation of knowledge through collaboration, storage in knowledge bases, sharing within the organization, and application to problem-solving.

Information systems provide technical support for these processes, and dedicated Knowledge Management Systems (KMS) centralize information and encourage collaboration. The use of KMS contributes to faster problem-solving and innovation, but success also depends on organizational culture. In modern business, AI provides significant support to KM by enabling intelligent search, content recommendation, and the automated generation of knowledge from large amounts of available data.

4.1. The SECI Model and Knowledge Transformation

The synergy between human intelligence and artificial systems is best reflected through the SECI model (Socialization, Externalization, Combination, Internalization). AI transforms these processes in the following ways:

- **Socialization:** AI helps identify experts within an organization by analyzing skill profiles and interactions, thereby facilitating the transfer of tacit knowledge.
- **Externalization:** Tools such as natural language processing (NLP) help articulate experiential knowledge by converting speech or unstructured notes into structured documents[2].
- **Combination:** AI excels at combines different sources of explicit knowledge, identifying hidden correlations that the human mind may overlook due to cognitive limitations.
- **Internalization:** Through personalized learning systems and simulations, employees acquire new explicit knowledge more quickly and transform it into operational skills.

5. Artificial Intelligence

Artificial intelligence represents the ability of computer systems to perform tasks that require human intelligence, such as learning, reasoning, and adaptation. Modern AI relies on machine learning (ML), which allows systems to recognize patterns without explicit programming. The development of AI has accelerated thanks to increased computing power and the availability of Big Data.

Advanced algorithms enable deeper analysis of unstructured data, allowing organizations to extract knowledge that was previously inaccessible through conventional methods. AI is changing the way information is used by shifting from a reactive to a proactive approach based on the prediction of future events. Its ability to automate routine tasks increases efficiency and reduces the possibility of human error.

Although it brings numerous advantages, the application of AI also raises challenges related to transparency and ethics, especially in algorithmic decision-making. It is essential that its use be based on clearly defined rules and a responsible approach. The integration of AI into MIS represents a key factor in transforming data and knowledge management, creating the conditions for the development of intelligent business systems in the digital age.

5.1. Technology Pillars of AI in the Enterprise

Modern AI solutions in enterprises are built on several key architectural pillars that enable the transformation of raw information into strategic advantage [2]:

- **Natural Language Processing (NLP):** Forms the basis of semantic search and understanding. Advanced techniques such as transformer-based language models improve search relevance, while entity recognition extracts structured information from unstructured data.
- **Machine Learning (ML):** Used to recognize patterns, especially clustering algorithms that automatically organize content into coherent domains. Recommendation systems personalize knowledge discovery for employees, while anomaly detection helps identify compliance risks.
- **Generative AI and LLMs:** Enable the automated summarization of long documents, the generation of content for knowledge article drafts, and question-answering systems that provide accurate responses to natural language queries.
- **Vector Databases and Embeddings:** These technologies convert different types of content into mathematical dense vector representations, enabling semantic similarity search that goes beyond keyword matching.
- **Retrieval-Augmented Generation (RAG):** This framework ensures that the outputs of generative AI remain factually grounded in the organization's specific knowledge resources rather than relying solely on general training data.

6. AI As a Tool for Managing Business Data and Knowledge

Traditional information systems were focused on collection and storage, while analysis depended on the human factor. With the introduction of AI, these systems gain the ability to analyze

independently, becoming active participants in business management. AI enables the automated processing of enormous volumes of data and the identification of patterns invisible to classical methods, providing management with faster and more precise information.

The application of AI enables a shift from descriptive to predictive and prescriptive analytics. Instead of analyzing past events, AI predicts future trends, enabling timely responses to market changes and reducing business risk. In knowledge management, AI automatically generates new knowledge by recognizing patterns in customer behavior or identifying successful strategies, making knowledge a dynamic resource that continuously evolves.

Integration into KMS improves the availability of information through precise search and personalized recommendations, which increases employee productivity. The automation of routine tasks frees up time for creative thinking and complex decisions. Although AI does not replace people, it significantly improves the quality of decision-making by grounding it in objective analyses. Despite the challenges of data quality and algorithmic transparency, properly implemented AI enables organizations to use resources strategically and achieve sustainable competitive advantage.

Table 2. Functions of MIS (Traditional Management and AI-Assisted Management)

MIS function	Traditional Management	AI-Assisted Management
Decision-making	Based on intuition and historical reports.	Based on real-time predictive models
Information retrieval	Keyword-based search	Semantic search and RAG-based question answering
Resource management	Static planning and fixed schedules	Dynamic demand-based optimization
User interaction	Reactive support (questions and answers)	Proactive personalization and conversational agents

7. Application of AI in the Retail Sector (Retail MIS)

The retail sector represents one of the most fertile areas for the application of artificial intelligence due to the enormous volume of generated transactional data. AI is transforming the way retail chains interact with customers, manage inventories, and optimize logistics [3].

7.1. Inventory Management and Demand Forecasting

AI systems can predict customer demand by drawing on historical purchase data and supply chain analytics, providing retailers with the knowledge needed to optimize inventory. Some retailers use inventory robots in warehouses for the automatic fulfillment of orders and to send alerts when items are misplaced or running low. AI models analyze historical sales data together with current market information and purchasing trends, enabling more accurate forecasts that adapt to changing conditions, thereby reducing waste

and costs [9].

7.2. Personalization and Customer Experience

One of the most visible impacts of AI in retail is its ability to personalize the consumer experience. Algorithms analyze customer behavior and preferences in order to provide targeted marketing and product recommendations, which increases loyalty and conversion rates [8]. Hyper-personalization goes a step further by integrating real-time data, including environmental factors, in order to offer precisely tailored interactions across all channels (omnichannel).

7.3. Dynamic Pricing and Merchandising

Systems can analyze product prices, customer demand, and competitor prices at high speed, positioning retailers to apply dynamic pricing strategies that help increase profits [9]. AI solutions also analyze in-store customer behavior using heat-mapping technology (computer vision), revealing which products attract attention and how customers move through the space, which helps optimize product placement in order to maximize sales.

7.4. Chatbots and Conversational AI

AI chatbots enable customers to receive immediate answers using natural language. These systems are significantly more advanced than older rule-based chatbots because they can detect context and intent, helping to resolve complex queries, provide product recommendations, and offer support throughout the customer journey [9].

8. Case Study: Company Planjax Komerc D.O.O. Tešanj

The practical part of the paper focuses on the analysis of Planjax komerc d.o.o. Tešanj, a leading retail company in Bosnia and Herzegovina. The reason for its selection is the dynamic retail sector, in which an exceptionally large amount of data is generated on sales, customers, inventory, and logistics. The analysis is based on publicly available information and aims to provide a model for improving information systems through AI.

Planjax komerc operates in the areas of retail, wholesale, manufacturing, and logistics, which increases the complexity of its business system. The generation of enormous amounts of data on consumer habits represents a major opportunity to improve operations through efficient analysis. Its organizational structure includes different sectors (procurement, sales, finance, marketing) that use specific information systems, which requires a high degree of coordination.

In conditions of strong competition and demanding customers, the ability to respond quickly to changes becomes the key to success. Therefore, modern information systems and AI are becoming increasingly important in the company's operations, providing support for high-quality decision-making at all levels.

8.1. Existing Information Systems and Data Management in Planjax komerc

At Planjax komerc, information systems support the key processes of sales, procurement, and logistics. Systems for recording sales and managing inventory in retail facilities enable the collection of data that serves as the basis for reporting. However, data management is primarily focused on the operational level and the

generation of standard reports, which often fails to provide insight into more complex patterns of customer behavior or long-term trends.

One of the main challenges is the fragmentation of data generated in different sectors, which makes integration and comprehensive analysis difficult. As a result, management often relies on partial information and personal experience when making decisions. In addition, knowledge management is not systematically documented, but instead resides in employee experience, which creates the risk of losing valuable knowledge during staffing changes.

8.2. Identifying Key Problems in Planjax komerc

Although the company has significant resources, the full potential of its data has not been utilized due to a series of challenges [15]:

- **Inadequate integration of information systems:** Data stored in different databases is not connected, making unified analysis difficult.
- **Reliance on historical reports:** Analysis is based on past data without the application of advanced methods for trend forecasting, which limits the ability to respond to changes in demand.
- **Lack of a centralized knowledge system:** Employees' experience is not systematically stored, but transferred informally, which complicates training and increases the risk of knowledge loss.
- **Information overload:** A large volume of data without adequate structuring leads to the loss of important information within a mass of irrelevant records.
- **Slowness in decision-making:** The lack of real-time analytical insight reduces organizational flexibility in a competitive environment.

The existing management of data and knowledge does not provide full support for strategic decision-making, which opens significant room for the application of artificial intelligence as a tool for improving business processes in Planjax komerc.

9. Proposal for the Application of Artificial Intelligence in Planjax Komerc

The application of AI in Planjax komerc should be planned as an upgrade to the existing information systems. By integrating AI solutions, business data would be transformed into strategic knowledge for greater efficiency.

The key areas of application include:

- **Sales Data Analysis:** The use of AI to identify patterns of consumer behavior and seasonal trends, enabling better planning of procurement and promotions.
- **Optimization of inventory management:** Demand forecasting systems would reduce surpluses and prevent shortages, reducing storage costs.
- **Centralized knowledge system:** The introduction of an AI knowledge base would enable easier access to information, faster onboarding of new employees, and more efficient sharing of experience across sectors.
- **Support for management decision-making:** AI would generate analytical reports and simulations of possible

business decision outcomes, reducing reliance on intuition.

- **Intelligent assistant systems:** Business chatbots would provide employees with quick answers about procedures and data in real-time, increasing productivity.

Implementation requires a clear strategy, infrastructure, and employee training, but the long-term benefits in the form of better data and knowledge management justify investment in modern AI technologies.

9.1. Retail Resilience Engine (RRE) as a Model for Planjax komerc

For a company the size of Planjax komerc, the implementation of a framework similar to the Retail Resilience Engine (RRE) is proposed. This framework integrates test-driven development (TDD) with large language models (LLMs) in order to build resilient systems [4]:

Agentic architecture: A central AI agent (GPT-based) processes structured and unstructured data, replicating the role of a human expert in analysis.

Governance layers: The system maintains databases on product characteristics and customer feedback, dynamically updating the system while preserving structural integrity.

Decision quality: Experimental analyses show that decision-making in such systems is similar to that of human experts in 97.5% of cases, demonstrating reliability for complex tasks such as dynamic pricing.

Scalability: The framework maintains high precision even as data volume increases, which is crucial for a chain with hundreds of stores.

10. Expected Effects and Benefits of Applying AI

The application of AI in Planjax komerc d.o.o. Tešanj would bring positive effects at all levels of business operations. The most significant effect is the improvement in the quality of business decisions through the analysis of large volumes of data in real time, which reduces risk and increases the success of strategies. The automation of analysis and reporting improves process efficiency and frees employees for strategic activities.

In inventory management, more accurate demand forecasting reduces costs and ensures better product availability, which directly affects customer satisfaction. Centralized knowledge systems make training easier, improve internal communication, and reduce dependence on individual experience. At the strategic level, more efficient use of data and knowledge increases competitiveness by enabling personalized services and faster adaptation to the market.

Data-driven decision-making becomes part of the organizational culture, ensuring sustainable growth and making it easier to face future challenges. Artificial intelligence thus transforms from a technological solution into a key factor in improving the overall operations of Planjax komerc d.o.o. Tešanj.

Table 3. Effect Categories

Categories of Effects	Specific Results	Static Data / Source
Financial impact	Increase in annual revenue	69% of respondents reported growth[3]
Operating costs	Reduction of operating costs	72% of respondents reported a reduction [3]
Supply chain	Reduction of forecasting errors	Reduction from 20% to 50% [9]
Knowledge management	Reduction of search time	Save up to 30% of working time[2]
Customer satisfaction	Personalize the experience	Increase loyalty and conversion[8]

11. Challenges and Limitations of Applying AI in Planjx Komerc

Despite the advantages, it is important to consider the challenges during the implementation of AI solutions in Planjx komerc. The quality and availability of data are fundamental prerequisites; fragmented or inaccurate data can lead to unreliable AI system outputs, so databases must be improved before AI is introduced. Financial investment in software, hardware, and expert personnel represents a significant challenge, especially in the initial phase of implementation.

The human factor is also critical; the introduction of new technologies may trigger resistance among employees, which requires continuous training and the development of an innovative organizational culture. Data protection and information security are additional constraints, especially with regard to legal regulations on the privacy of personal data. Furthermore, AI cannot fully replace human decision-making; systems serve as support, while final decisions are made by people who take into account the broader context and experience.

Properly planned and gradual implementation, with a focus on data quality and education, would enable Planjx komerc to overcome these challenges and realize the full potential of artificial intelligence for improving the management of business data and knowledge.

11.1. Specific barriers to KMS integration

The integration of AI into knowledge management systems faces socio-organizational dynamics[11]:

- **Alignment of work processes:** The lack of alignment between AI technologies and existing workflows is a significant obstacle.
- **Relational aspects:** Tacit knowledge shared face-to-face cannot be fully captured by digital tools.
- **Ethical governance:** Issues of algorithm bias and the potential loss of employee skills due to overreliance on tools such as ChatGPT require strict oversight.
- **Digital infrastructure:** Many firms still struggle to realize the full potential of technology due to a persistent gap in digital infrastructure and fragmented systems.

12. Conclusion

In the modern business environment, characterized by accelerated change and the constant growth of available data, information systems play a key role in supporting business processes and decision-making. Effective management of business data and knowledge is becoming one of the most important factors for the successful operation of modern organizations. Artificial intelligence is increasingly emerging as a powerful tool that enables the improvement of information systems and their adaptation to contemporary demands.

The theoretical analysis and the case study of Planjx komerc d.o.o. Tešanj indicate problems of data fragmentation, limited analytical support for decision-making, and insufficiently systematic management of business knowledge. These challenges are characteristic of a large number of organizations in the retail sector. As a solution, the application of artificial intelligence through advanced data analysis, demand forecasting, and the development of centralized knowledge systems can significantly contribute to improving the quality of business decisions and increasing efficiency.

The analysis of the effects concludes that AI contributes to strengthening competitiveness, but its implementation requires addressing challenges such as financial costs, information security, and the need for high-quality data. AI should be viewed as a decision-support tool, not as a replacement for the human factor. Proper and responsible application of AI enables organizations to make better use of available information and achieve sustainable competitive advantage, thereby laying the foundation for further research and practical application across different business sectors.

Future directions of development indicate the growing role of agentic AI and integration with sustainability concepts (ESG), where AI not only optimizes profit but also contributes to reducing the environmental footprint through more efficient resource management [4]. In this way, artificial intelligence becomes an integral part of modern MIS, bridging the gap between raw data and wise strategic action.

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