

Blockchain Enabled AI for Transparency and Operational Efficiency in Digital Business Ecosystems

Erika^{1*} , Umi Rusilowati² , Asher Nuche³ 

¹Department of Accountancy, STIE Professional Management College, Indonesia

²Department of Management, Pamulang University, Indonesia

³Faculty of Economics and Business, Ijiis Incorporation, Singapore

¹iyoori.seol@gmail.com, ²dosen00061@unpam.ac.id, ³ashernuche@ijiis.asia

*Corresponding Author

Article Info

Article history:

Submission May 01, 2026

Revised June 23, 2026

Accepted August 31, 2026

Published September 30, 2026

Keywords:

Blockchain

Artificial Intelligence

Digital Business Ecosystems

Transparency

Systematic Literature Review



ABSTRACT

The rapid advancement of digital technologies has encouraged organizations to integrate emerging innovations to improve business performance, transparency, and operational efficiency. Among these technologies, Blockchain and Artificial Intelligence (AI) have gained significant attention due to their complementary capabilities. Blockchain provides decentralized, transparent, and secure data management, while AI enables intelligent decision making through advanced data analytics. **The integration** of these technologies offers substantial opportunities for transforming digital business ecosystems. This study aims to systematically examine the role of blockchain enabled artificial intelligence in enhancing transparency and operational efficiency within digital business environments, as well as identifying key benefits, challenges, and future research directions. **A Systematic Literature Review (SLR) approach was employed** by analyzing peer reviewed articles published between 2020 and 2025. Relevant studies were collected from major academic databases using predefined inclusion and exclusion criteria. The selected literature was then synthesized and categorized based on application domains, technological contributions, and business outcomes. **The findings** indicate that the integration of blockchain and AI significantly improves business transparency through immutable record keeping, traceability, and secure data sharing. Furthermore, AI driven analytics combined with blockchain infrastructure enhances operational efficiency by automating business processes, optimizing resource allocation, improving supply chain visibility, and supporting real time decision making. **The review also reveals** challenges related to scalability, interoperability, data privacy, implementation costs, and regulatory compliance. **Blockchain enabled AI** represents a transformative approach for modern digital business ecosystems by strengthening transparency, security, and operational performance, while providing future research opportunities for sustainable and intelligent business innovation.

This is an open access article under the [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/) license.



DOI: <https://doi.org/10.34306/ajri.v8i1.1610>

This is an open-access article under the CC-BY license (<https://creativecommons.org/licenses/by/4.0/>)

©Authors retain all copyrights

1. INTRODUCTION

The rapid development of digital technologies has fundamentally transformed the way organizations conduct business operations [1]. In recent years, Artificial Intelligence and blockchain have emerged as two of the most influential technologies driving digital transformation across industries. AI enables organizations

to process large volumes of data, automate decision making processes, and improve operational efficiency through predictive analytics and machine learning algorithms [2]. Meanwhile, blockchain technology provides a decentralized, transparent, and tamper resistant infrastructure that enhances data security, trust, and accountability among stakeholders. A digital business ecosystem refers to an interconnected environment where organizations, suppliers, customers, technology platforms, and regulatory institutions collaborate through digital infrastructures to exchange information, services, and value. Within this ecosystem, blockchain enhances trust among stakeholders by providing transparent and verifiable transactions, while AI improves coordination through intelligent analysis, prediction, and automation. The integration of blockchain AI enables more reliable collaboration among ecosystem participants by reducing information asymmetry, improving accountability, and supporting data driven decision making [3].

Traditional business ecosystems often face challenges related to data manipulation, information asymmetry, limited transparency, cybersecurity risks, and inefficient operational processes [4]. These issues can negatively impact organizational performance, stakeholder trust, and long term sustainability. Consequently, businesses are exploring the integration of blockchain and AI to address these challenges and create more resilient digital ecosystems. The combination of blockchain and AI offers significant opportunities for enhancing business operations [5]. Blockchain ensures the integrity and traceability of data, while AI utilizes trustworthy data to generate intelligent insights and support strategic decision making. The integration of these technologies has demonstrated potential applications in supply chain management, financial services, healthcare, smart contracts, cybersecurity, and digital governance. Furthermore, blockchain enabled AI can improve operational efficiency through automation, reduce transaction costs, strengthen security mechanisms, and enhance transparency across business networks [6].

Previous reviews on blockchain and AI integration have primarily examined technological aspects, including security mechanisms, smart contracts, machine learning approaches, or specific application domains [7]. However, limited studies have systematically synthesized how blockchain and AI jointly contribute to digital business ecosystems by connecting trusted data management with intelligent analytics. Therefore, this study provides a unique contribution by developing an integrated perspective that explains how blockchain enabled AI enhances transparency, operational efficiency, and sustainable digital business transformation [8]. Several studies have discussed technical architectures and implementation frameworks however, comprehensive reviews that synthesize current findings, challenges, and future opportunities remain scarce. Moreover, there is insufficient understanding of how blockchain enabled AI contributes to sustainable business transformation beyond technological performance. This limitation creates a significant research gap. First, there is a lack of systematic synthesis regarding the business value generated by blockchain enabled AI. Second, previous studies have not comprehensively analyzed the relationship between transparency, security, operational efficiency, and intelligent decision making within integrated blockchain AI environments. Third, limited attention has been given to identifying implementation challenges such as scalability, interoperability, regulatory compliance, data privacy, and governance issues [9].

To address these gaps, this study conducts a SLR to examine the current state of research on blockchain enabled AI in digital business ecosystems [10]. The study aims to identify the key contributions, benefits, challenges, and future research directions associated with the integration of blockchain and AI technologies. Through this systematic review, the study examines how the integration of these technologies contributes to transparency, operational efficiency, intelligent decision making, and sustainable digital business transformation [11]. The findings are intended to provide a comprehensive understanding of current developments while identifying important challenges and opportunities for future research in blockchain enabled AI and digital business ecosystems [12].

This study is also aligned with several United Nations Sustainable Development Goals [13]. Specifically, it contributes to SDG 8 Decent Work and Economic Growth by promoting innovation and productivity through intelligent technologies. It supports SDG 9 Industry, Innovation, and Infrastructure by encouraging the development of advanced digital infrastructures and innovative business models [14]. Furthermore, blockchain enabled AI contributes to SDG 12 Responsible Consumption and Production through improved resource optimization and operational efficiency, while also supporting SDG 16 Peace, Justice, and Strong Institutions by enhancing transparency, accountability, and trust in digital transactions. Therefore, this study contributes to the literature by providing a comprehensive understanding of how blockchain enabled artificial intelligence can strengthen transparency, operational efficiency, and sustainable business innovation within modern digital business ecosystems [15].

2. LITERATURE REVIEW

The literature review examines previous studies related to blockchain, AI, transparency, operational efficiency, and digital business ecosystems [16]. It provides a theoretical foundation for understanding how blockchain and AI can be integrated to support secure data management, intelligent analysis, and improved business processes. The reviewed literature is organized into three main areas the integration of blockchain and AI in digital business ecosystems, their contribution to transparency and operational efficiency, and the research gap that motivates the present study [17].

2.1. Blockchain and Artificial Intelligence in Digital Business Ecosystems

Blockchain provides a decentralized, transparent, and secure infrastructure for data management within digital business ecosystems [18]. Its distributed ledger enables stakeholders to share and verify information without relying entirely on a centralized authority. This capability can improve data integrity, traceability, accountability, and trust among participants involved in digital business processes.

AI, in contrast, enables organizations to process large volumes of data, identify patterns, generate predictions, and support intelligent decision making [19]. The integration of blockchain and AI combines trusted data management with intelligent data analytics, creating opportunities for more secure, automated, and responsive digital business processes. This combination can support collaboration and improve the ability of organizations to make data driven decisions [20].

2.2. Transparency and Operational Efficiency

Transparency is an important factor in digital business ecosystems because organizations require reliable and traceable information to support accountability and stakeholder trust. blockchain can strengthen transparency through immutable records, transaction traceability, secure data sharing, and verifiable information [21]. These capabilities can reduce information asymmetry and provide stakeholders with greater visibility into business activities and data exchanges.

Operational efficiency refers to the ability of organizations to perform business activities effectively while minimizing unnecessary time, resources, and costs [22]. AI can contribute to operational efficiency through automation, predictive analytics, resource optimization, and intelligent decision making. When combined with blockchain, AI can operate on more reliable and traceable data, while blockchain can benefit from AI based analysis and automation, creating opportunities to improve business performance and process efficiency [23].

2.3. Research Gap and Future Research

Existing studies have explored blockchain and AI across various industries and application domains. Many studies focus on the individual capabilities of these technologies, while others examine their combined applications in areas such as supply chains, finance, healthcare, and digital services [24]. However, the broader relationship between blockchain and AI integration, transparency, and operational efficiency within digital business ecosystems remains insufficiently synthesized.

Several challenges also require further investigation, including scalability, interoperability, data privacy, implementation costs, governance, and regulatory compliance [25]. These challenges may influence the practical adoption and effectiveness of integrated blockchain and AI solutions. Therefore, a systematic review is needed to consolidate existing findings, identify research gaps, and highlight future research opportunities for sustainable and intelligent digital business transformation.

3. RESEARCH METHOD

3.1. Research Design

This study employs a SLR approach to examine the role of blockchain enabled artificial intelligence in enhancing transparency and operational efficiency within digital business ecosystems [26]. The SLR method was selected because it allows for a comprehensive synthesis of existing knowledge, identification of research trends, and exploration of emerging opportunities and challenges in the integration of blockchain and AI technologies.

To ensure methodological rigor and transparency, this study follows the PRISMA 2020 Preferred Reporting Items for Systematic Reviews and Meta Analyses guidelines [27]. The PRISMA framework provides a structured process for identifying, screening, evaluating, and selecting relevant studies from multiple academic databases.

3.2. Data Collection and Selection Criteria

The systematic search followed PRISMA 2020 guidelines using Scopus, Web of Science, ScienceDirect, and IEEE Xplore with predefined keywords. Of 186 records identified, 74 remained after duplicate removal and title-abstract screening, and 25 peer-reviewed journal articles published in 2020–2025 were selected after full-text evaluation. Studies unrelated to blockchain-AI integration, unavailable in full text, or lacking business applications were excluded [28]. The inclusion and exclusion criteria are presented in Table 1.

Table 1. Inclusion and Exclusion Criteria

Criteria	Inclusion	Exclusion
Publication Year	2020–2025	Before 2020
Language	English	Non-English
Document Type	Journal Articles	Books, Editorials, Conference Proceedings
Research Topic	Blockchain and AI Integration	Unrelated Topics
Accessibility	Full text Available	Abstract Only

Table 1 presents the inclusion and exclusion criteria used in the literature selection process. These criteria were established to ensure that the selected studies were closely aligned with the research objectives and provided relevant evidence regarding blockchain-enabled artificial intelligence in digital business ecosystems. The selection process considered several aspects, including publication year, language, document type, research focus, and accessibility of full-text articles. By applying these criteria systematically, the review minimized irrelevant studies and maintained consistency, transparency, and methodological rigor throughout the SLR process.

3.3. Bibliometric Analysis

Bibliometric analysis was performed using VOSviewer to identify research trends and intellectual structures within the blockchain AI research domain [29]. This technique enables visualization of relationships among publications, keywords, authors, and citations, providing a comprehensive overview of the field and its evolving research patterns. The bibliometric analysis focused on:

- **Keyword Co occurrence Analysis**
This analysis identifies relationships among frequently occurring keywords in the selected studies to reveal dominant research topics and conceptual connections. The results highlight key themes such as blockchain, AI, transparency, operational efficiency, digital transformation, and AI governance within digital business ecosystems.
- **Citation Analysis**
Citation analysis examines citation relationships among publications to identify influential studies and important knowledge foundations within the blockchain and AI research domain. This analysis helps determine the impact of previous studies in shaping current research directions related to transparency, security, and operational efficiency.
- **Research Cluster Mapping**
Research cluster mapping groups related studies based on similarities in keywords and research topics using VOSviewer visualization. The identified clusters illustrate interconnected themes, including blockchain security, AI analytics, governance, supply chain management, operational efficiency, and sustainability.
- **Research Trend Identification**
Research trend identification analyzes the evolution of research themes and emerging directions in blockchain-enabled AI studies. The findings indicate increasing attention toward blockchain and AI convergence as complementary technologies for improving data integrity, business efficiency, trust, and sustainable digital transformation.

The results generated by VOSviewer provide insights into dominant themes and emerging research directions related to blockchain enabled AI applications in business ecosystems. These findings help identify the most frequently discussed concepts, relationships among research topics, and areas receiving increasing

scholarly attention [30]. Keyword co occurrence analysis highlights connections between major concepts, while citation analysis indicates influential studies within the field. Cluster mapping further groups related research themes and reveals the structure of the literature. Together, these results support a better understanding of how blockchain and AI are being explored to improve transparency, efficiency, security, and decision making in business ecosystems.

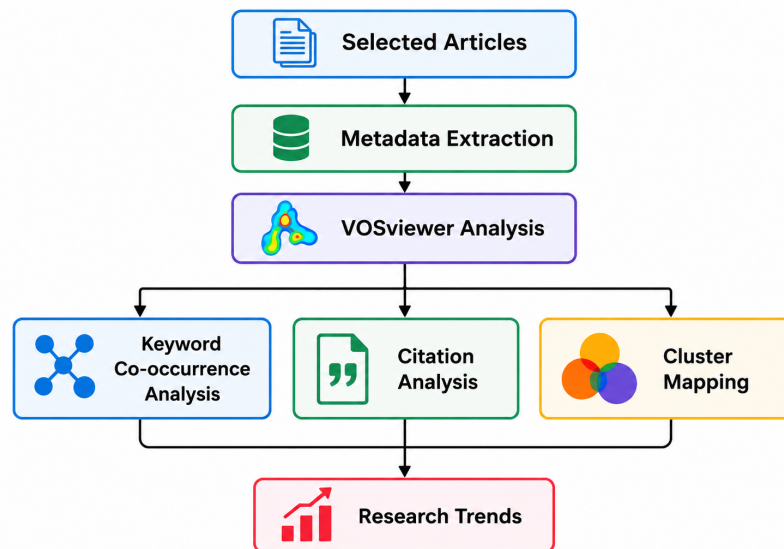


Figure 1. Bibliometric Analysis Workflow Using VOSviewer

Figure 1 illustrates the workflow of the bibliometric analysis conducted in this study. The process begins with the selection of relevant articles, followed by metadata extraction and analysis using VOSviewer. The analysis includes keyword co occurrence, citation analysis, and research cluster mapping, which are then used to identify research trends related to blockchain and AI integration.

3.4. Thematic Coding Analysis

Following the bibliometric analysis, a thematic coding analysis was conducted to systematically classify and interpret the findings of the selected studies [31]. This approach facilitates the identification of recurring concepts and patterns related to blockchain enabled AI in digital business environments.

The coding process generated several major themes, including transparency, operational efficiency, security, governance, sustainability, and intelligent decision making.

Table 2. Coding Categories

Code	Theme
TRP	Transparency
OPE	Operational Efficiency
SEC	Security
GOV	AI Governance
SUS	Sustainability
DEC	Data Driven Decision Making
CHA	Implementation Challenges

Table 2 presents the main themes and coding categories identified from the reviewed literature. The identified themes were subsequently synthesized to develop a comprehensive understanding of how blockchain enabled AI contributes to digital transformation and business innovation [32]. This synthesis also highlights the key areas of application, benefits, and challenges associated with the integration of these technologies.

4. RESULT AND DISCUSSION

The results of this SLR present the main findings regarding the integration of blockchain and artificial intelligence in digital business ecosystems [33]. The analysis focuses on research trends, transparency enhancement, operational efficiency, implementation challenges, and the contribution of blockchain enabled AI to sustainable development goals [34].

The findings were synthesized through bibliometric and thematic analyses of studies published between 2020 and 2025 [35]. The results provide an overview of the major research themes, technological contributions, business benefits, and challenges associated with the integration of blockchain and artificial intelligence. The following subsections discuss these findings in greater detail [36].

4.1. Research Trends and Bibliometric Analysis

The bibliometric analysis conducted using VOSviewer revealed a substantial increase in scholarly publications related to blockchain and AI integration over the last five years [37]. The co occurrence network analysis identified several dominant keywords, including blockchain, AI, transparency, operational efficiency, digital transformation, supply chain management, and AI governance. These keywords indicate that blockchain and AI integration has become an increasingly important research area within digital business ecosystems.

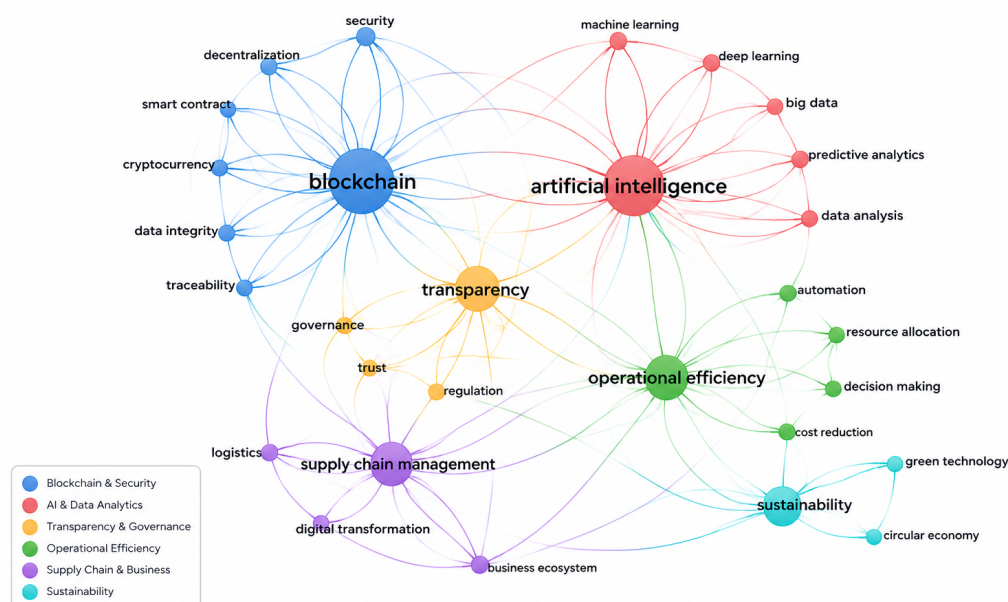


Figure 2. Research Trends and Bibliometric Analysis

The analysis further indicated that recent studies have increasingly focused on the convergence of blockchain and AI as complementary technologies capable of addressing data integrity, security, and business efficiency challenges [38]. The emergence of keywords such as sustainability, trust, and governance also suggests growing research attention toward responsible and sustainable business practices. Figure 2 illustrates the relationships among the major research themes identified through the VOSviewer analysis.

4.2. Enhancing Transparency through Blockchain Enabled AI

One of the most frequently identified themes in the reviewed literature is the ability of blockchain enabled AI to improve business transparency [39]. Blockchain technology provides immutable and decentralized records, ensuring that transactional data remain transparent, traceable, and resistant to manipulation. Meanwhile, AI facilitates real time monitoring and analysis of these records, enabling organizations to identify anomalies and maintain data consistency [40].

The findings indicate that transparency improvements are particularly evident in supply chain management, financial services, and digital governance applications [41]. Organizations implementing blockchain

enabled AI can benefit from enhanced auditability, increased accountability, and improved stakeholder confidence. These findings demonstrate that transparency is not only a technological outcome but also an important capability for supporting digital governance and stakeholder trust [42].

Table 3. Transparency Benefits Identified in the Literature

Transparency Aspect	Contribution of Blockchain AI
Data Traceability	Real time tracking of transactions
Auditability	Immutable transaction records
Accountability	Improved organizational oversight
Trust Building	Enhanced stakeholder confidence
Data Integrity	Reduced risk of data manipulation

Table 3 summarizes the main transparency benefits identified in the reviewed literature. These benefits illustrate how blockchain-enabled AI contributes to improving transparency within digital business ecosystems by enhancing data traceability, auditability, accountability, trust, and data integrity. The integration of blockchain provides secure and immutable records, while AI supports real-time monitoring and intelligent analysis to ensure more reliable information management and decision-making processes. Therefore, the combination of these technologies strengthens stakeholder confidence and supports more transparent and trustworthy digital business operations.

4.3. Improving Operational Efficiency and Decision Making

The thematic analysis revealed that operational efficiency is among the most significant benefits of blockchain enabled AI integration [43]. AI algorithms can automate repetitive tasks, optimize workflows, and provide predictive insights, while blockchain ensures the security and reliability of operational data. Several studies reported improvements in process automation, resource allocation, demand forecasting, supply chain optimization, and intelligent decision making [44].

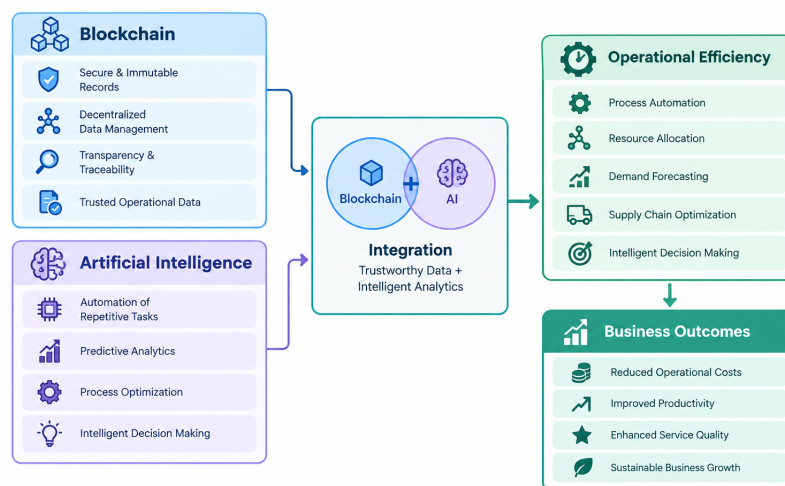


Figure 3. Operational Efficiency

The combination of trustworthy blockchain data and AI powered analytics enables organizations to make faster and more accurate business decisions. Consequently, businesses can achieve reduced operational costs, improved productivity, and enhanced service quality. Figure 3 presents the operational efficiency enhancement framework and illustrates how the integration of blockchain and AI supports a data driven operational environment capable of supporting sustainable business growth.

4.4. Challenges of Blockchain AI Integration

Despite its advantages, the reviewed literature also identified several challenges associated with blockchain enabled AI implementation. The most frequently reported challenges include scalability limitations, interoper-

erability issues, data privacy concerns, regulatory uncertainty, high implementation costs, and the lack of AI governance frameworks. These challenges may affect the ability of organizations to implement and scale integrated blockchain and AI systems effectively.

The identified challenges demonstrate that successful blockchain enabled AI implementation requires attention to both technical and organizational factors. Issues related to infrastructure, platform compatibility, sensitive data protection, regulatory requirements, implementation costs, and specialized expertise need to be addressed to achieve the full potential of these technologies.

5. MANAGERIAL IMPLICATIONS

The findings suggest that organizations can leverage Blockchain enabled Artificial Intelligence to improve both transparency and operational efficiency in digital business ecosystems. Managers should prioritize the integration of blockchain and AI to ensure secure, transparent, and reliable data management while supporting data driven decision making. Furthermore, organizations need to establish appropriate AI governance frameworks to address challenges related to data privacy, security, and regulatory compliance. Investment in employee digital skills and technological infrastructure is also essential to maximize the benefits of blockchain AI adoption.

From a sustainability perspective, the implementation of blockchain enabled AI supports SDG 8 Decent Work and Economic Growth, SDG 9 Industry, Innovation and Infrastructure, SDG 12 Responsible Consumption and Production, and SDG 16 Peace, Justice and Strong Institutions by promoting innovation, resource efficiency, transparency, and responsible digital governance. Overall, blockchain enabled AI can serve as a strategic enabler for sustainable digital transformation, improved business performance, and long term competitive advantage.

Furthermore, organizations should consider a balanced implementation strategy by integrating technological capabilities with effective governance mechanisms. The adoption of blockchain-enabled AI requires continuous evaluation of infrastructure readiness, data management practices, and regulatory alignment to ensure sustainable implementation. By addressing challenges related to scalability, interoperability, and data privacy, organizations can maximize the value of these technologies while maintaining stakeholder trust and long-term business resilience.

6. CONCLUSION

This study reviewed the role of Blockchain enabled Artificial Intelligence in enhancing transparency and operational efficiency within digital business ecosystems. The findings indicate that the integration of blockchain and AI improves data traceability, accountability, process automation, and data driven decision making, enabling organizations to achieve more efficient and transparent business operations. The review also identified several implementation challenges, including scalability, interoperability, data privacy, and regulatory issues, which require appropriate governance and organizational readiness. Despite these challenges, blockchain enabled AI offers significant potential to support sustainable digital transformation and strengthen organizational competitiveness.

The contribution of this study lies in providing a comprehensive overview of current research trends, benefits, challenges, and future opportunities related to blockchain enabled AI. Furthermore, the findings demonstrate strong alignment with SDG 8 Decent Work and Economic Growth, SDG 9 Industry, Innovation and Infrastructure, SDG 12 Responsible Consumption and Production, and SDG 16 Peace, Justice and Strong Institutions. Overall, blockchain-enabled AI represents a promising approach for building transparent, efficient, and sustainable digital business ecosystems in the era of digital transformation.

Future research should further investigate practical implementation models and evaluation frameworks for blockchain-enabled AI adoption across different industries and organizational contexts. Further studies may explore empirical validation, industry-specific applications, and governance approaches to overcome existing technical and organizational challenges. Such developments can provide deeper insights into how blockchain and AI integration can support transparent, efficient, and sustainable digital business ecosystems.

7. DECLARATIONS

7.1. About Authors

Erika (EE)  <https://orcid.org/0000-0002-2696-3839>

Umi Rusilowati (UR)  <https://orcid.org/0000-0001-7134-532X>

Asher Nuche (AN)  <https://orcid.org/0009-0001-1431-2270>

7.2. Author Contributions

Conceptualization: EE; Methodology: AN; Software: UR; Validation: AN and UR; Formal Analysis: AN; Investigation: UR; Resources: EE; Data Curation: UR; Writing Original Draft Preparation: EE and AN; Writing Review and Editing: UR and EE; Visualization: AN; All authors, EE, UR and AN have read and agreed to the published version of the manuscript.

7.3. Data Availability Statement

In line with our commitment to research transparency, the dataset underlying this study has been archived in the Zenodo Repository <https://doi.org/10.5281/zenodo.23006158>.

7.4. Funding

The authors received no financial support for the research, authorship, and/or publication of this article.

7.5. Declaration of Conflicting Interest

The authors declare that they have no conflicts of interest, known competing financial interests, or personal relationships that could have influenced the work reported in this paper.

REFERENCES

- [1] E. J. Omol, "Organizational digital transformation: from evolution to future trends," *Digital Transformation and Society*, vol. 3, no. 3, pp. 240–256, 2024.
- [2] M. Thanasi-Boğe and J. Hoxha, "Blockchain for sustainable development: a systematic review," *Sustainability*, vol. 17, no. 11, p. 4848, 2025.
- [3] Q. Aini, D. Manongga, U. Rahardja, I. Sembiring, and Y.-M. Li, "Understanding behavioral intention to use of air quality monitoring solutions with emphasis on technology readiness," *International Journal of Human-Computer Interaction*, pp. 1–21, 2024.
- [4] Y. Luo, S. Chen, and P. Zhang, "A review of research on data security risk: Consequences, mechanisms, and response," *Journal of Economic Surveys*, 2026.
- [5] D. Bhumichai, C. Smiliotopoulos, R. Benton, G. Kambourakis, and D. Damopoulos, "The convergence of artificial intelligence and blockchain: The state of play and the road ahead," *Information*, vol. 15, no. 5, p. 268, 2024.
- [6] U. Rahardja, Q. Aini, A. S. Bist, S. Maulana, and S. Millah, "Examining the interplay of technology readiness and behavioural intentions in health detection safe entry station," *JDM (Jurnal Dinamika Manajemen)*, vol. 15, no. 1, pp. 125–143, 2024.
- [7] O. Kuznetsov, P. Sernani, L. Romeo, E. Frontoni, and A. Mancini, "On the integration of artificial intelligence and blockchain technology: a perspective about security," *IEEE Access*, vol. 12, pp. 3881–3897, 2024.
- [8] H. Cheng, J. H. Husen, Y. Lu, T. Racharak, N. Yoshioka, N. Ubayashi, and H. Washizaki, "Generative ai for requirements engineering: A systematic literature review," *Software: Practice and Experience*, vol. 56, no. 2, pp. 141–170, 2026.
- [9] R. Sivaraman, M.-H. Lin, M. I. C. Vargas, S. I. S. Al-Hawary, U. Rahardja, F. A. H. Al-Khafaji, E. V. Golubtsova, and L. Li, "Multi-objective hybrid system development: To increase the performance of diesel/photovoltaic/wind/battery system," *Mathematical Modelling of Engineering Problems*, vol. 11, no. 3, 2024.

- [10] J. Singh, S. Bharany, S. Rani, A. U. Rehman, B. M. Taye, R. Pant, and U. Kaur, "A systematic review of blockchain, ai, and cloud integration for secure digital ecosystems," *International Journal of Networked and Distributed Computing*, vol. 13, no. 2, p. 28, 2025.
- [11] D. S. Bindeeba, E. K. Tukamushaba, and R. Bakashaba, "Digital transformation and its multidimensional impact on sustainable business performance: evidence from a meta-analytic review," *Future Business Journal*, vol. 11, no. 1, p. 90, 2025.
- [12] E. Susetyono, D. S. Priyarsono, A. Sukmawati, and P. Nurhayati, "Improving risk management maturity in ultra micro soe holding companies," *Aptisi Transactions on Technopreneurship (ATT)*, vol. 8, no. 1, pp. 310–324, 2026.
- [13] S. Sorooshian, "The sustainable development goals of the united nations: A comparative midterm research review," *Journal of Cleaner Production*, vol. 453, p. 142272, 2024.
- [14] T. Muciaccia and P. Tedeschi, "Future scenarios for the infrastructure digitalization: The road ahead," *Frontiers in the Internet of Things*, vol. 2, p. 1140799, 2023.
- [15] Y. D. Anna, H. Djajadikerta, and A. Setiawan, "Strengthening the foundations of socialpreneurship through integrated reporting a systematic bibliometric perspective," *Aptisi Transactions on Technopreneurship (ATT)*, vol. 8, no. 1, pp. 296–309, 2026.
- [16] S. Kumar, W. M. Lim, U. Sivarajah, and J. Kaur, "Artificial intelligence and blockchain integration in business: trends from a bibliometric-content analysis," *Information systems frontiers*, vol. 25, no. 2, pp. 871–896, 2023.
- [17] E. O. Udeh, P. Amajuoyi, K. B. Adeusi, and A. O. Scott, "The role of iot in boosting supply chain transparency and efficiency," *Magna Scientia Advanced Research and Reviews*, vol. 12, no. 1, pp. 178–197, 2024.
- [18] E. T. Rusmiati, L. Febrina, Y. Sari, and E. M. S. Sakti, "Adoption of ai driven ecological preaching systems using sem pls analysis," *Aptisi Transactions on Technopreneurship (ATT)*, vol. 8, no. 1, pp. 284–295, 2026.
- [19] H. Shafa, "Artificial intelligence-driven business intelligence models for enhancing decision-making in us enterprises," *ASRC Procedia: Global Perspectives in Science and Scholarship*, vol. 1, no. 01, pp. 771–800, 2025.
- [20] D. Chengler and R. N. Pettigrew, "Leveraging data-driven decisions: a framework for building intracompany capability for supply chain optimization and resilience," *Supply Chain Management: An International Journal*, vol. 28, no. 6, pp. 1026–1039, 2023.
- [21] M. D. T. P. Nasution, Y. Rossanty, R. Harahap, A. R. Tanjung, and T. A. M. Nasution, "Technology-driven resource utilization and integration to enhance firm performance," *Aptisi Transactions on Technopreneurship (ATT)*, vol. 8, no. 1, pp. 268–283, 2026.
- [22] A. S. Al Najjar and M. S. Qandeel, "Operational strategy, capabilities, and successfully accomplishing business strategy," *Journal of Applied Research in Technology & Engineering*, vol. 6, no. 1, pp. 1–11, 2025.
- [23] R. E. Indrajit, M. V. A. Sin, E. A. Nabila, W. N. Wahid, and N. Septiani, "Optimizing business process efficiency through artificial intelligence integration in industry 4.0," *Smart Human-centered Emerging Research in Machine Intelligence*, vol. 1, no. 2, pp. 47–55, 2025.
- [24] E. Arif, S. Suherman, and A. P. Widodo, "Analyzing public sentiment on digital banks in indonesia via social media x," *Aptisi Transactions on Technopreneurship (ATT)*, vol. 8, no. 1, pp. 253–267, 2026.
- [25] Y. Shahsavari, Y. Baseri, A. Hafid, O. A. Dambri, and D. Makrakis, "Integration of federated learning and blockchain in health care: Tutorial on medical data, architectures, privacy, security, and regulatory compliance," *Journal of Medical Internet Research*, vol. 28, p. e80178, 2026.

- [26] D. Pasurangga and S. Baltasar, "Data driven predictive maintenance framework for railway safety in indonesia," *ADI Journal on Recent Innovation*, vol. 7, no. 1, pp. 75–87, 2025.
- [27] G. Carlo Torres, L. Ledbetter, S. Cantrell, A. R. L. Alomo, T. J. Blodgett, M. V. Bongar, S. Hatoum, S. Hendren, R. Loa, S. Montana *et al.*, "Adherence to prisma 2020 reporting guidelines and scope of systematic reviews published in nursing: A cross-sectional analysis," *Journal of Nursing Scholarship*, vol. 56, no. 4, pp. 531–541, 2024.
- [28] M. F. Djamali, D. Lusiana, A. Parastry, and O. A. Al-Kamari, "Optimizing business workflow using ai integrated blockchain platforms," *ADI Journal on Recent Innovation*, vol. 7, no. 1, pp. 62–74, 2025.
- [29] N. El Akrami, M. Hanine, E. S. Flores, D. G. Aray, and I. Ashraf, "Unleashing the potential of blockchain and machine learning: Insights and emerging trends from bibliometric analysis," *IEEE access*, vol. 11, pp. 78 879–78 903, 2023.
- [30] T. Pujiati, M. Kamil, N. Silawati, and R. S. Ikhsan, "Integrating ai-driven predictive analytics and smart contracts for data-driven supply chain risk management," *ADI Journal on Recent Innovation*, vol. 7, no. 1, pp. 50–61, 2025.
- [31] E. C. Martinez, P. E. G. Hasbun, V. P. S. Vargas, O. Y. García-González, M. D. F. Madera, D. E. R. Capistrán, T. C. Carmona, C. S. Cruz, and C. T. Hooper, "A comprehensive guide to conduct a systematic review and meta-analysis in medical research," *Medicine*, vol. 104, no. 33, p. e41868, 2025.
- [32] C. S. Bangun, S. Solahudin, A. Sutarman, and S. Dlamini, "The role of application programming interface in transforming restaurant delivery operations," *Startupreneur Business Digital (SABDA Journal)*, vol. 5, no. 1, pp. 88–95, 2026.
- [33] A. Viet Tran and B. T. Khoa, "Systematic review of blockchain business applications and the metaverse," *Sage Open*, vol. 15, no. 4, p. 21582440251398266, 2025.
- [34] D. Manongga, I. Kovac *et al.*, "Cyberpreneurial mindset as a driver of digital startup success in emerging digital economies," *Startupreneur Business Digital (SABDA Journal)*, vol. 5, no. 1, pp. 67–77, 2026.
- [35] S. N. Kaldeh, H. Yousefi, M. Abdoos, M. A. Shirazi, and Y. Noorollahi, "Mapping thermal energy storage research in buildings (2020–2025): a bibliometric analysis of trends, themes, and global collaboration," *Energy Conversion and Management: X*, p. 101345, 2025.
- [36] R. Indrawan, E. D. Very, D. Tribuana, and E. A. Nabila, "Aiot driven smart solar system for real time predictive sustainable energy management," *International Transactions on Artificial Intelligence*, vol. 4, no. 1, pp. 105–114, 2025.
- [37] G. M. Zebari and N. Al Musalhi, "A comprehensive review of integrating ai and blockchain security: Innovations, challenges, and future directions," *Security and Privacy*, vol. 8, no. 5, p. e70094, 2025.
- [38] E. Setiawati, J. Edwards, M. M. Siahaan *et al.*, "Increasing accessibility and personalization in distance learning through adaptive e-learning technology," *Jurnal MENTARI: Manajemen, Pendidikan dan Teknologi Informasi*, vol. 4, no. 1, pp. 20–29, 2025.
- [39] H. Han, R. K. Shiwakoti, R. Jarvis, C. Mordi, and D. Botchie, "Accounting and auditing with blockchain technology and artificial intelligence: A literature review," *International journal of accounting information systems*, vol. 48, p. 100598, 2023.
- [40] L. Meria, M. S. Gunawan, S. Solahudin, U. Rahardja, and A. Patel, "Enhancing digital business students competence through ui/ux design training for digital product development," *ADI Pengabdian Kepada Masyarakat*, vol. 6, no. 2, pp. 133–144, 2026.
- [41] L. M. Gelsomino, S. Sardesai, M. Pirttilä, and M. Henke, "Addressing the relation between transparency and supply chain finance schemes," *International journal of production research*, vol. 61, no. 17, pp. 5806–5821, 2023.

- [42] M. S. Gunawan, U. Rahardja, A. Ardien, J. Edwards, and D. I. Desrianti, "Enhancing audience engagement through interactive aidriven narrative structures," *Bridging of Emerging AI and Media Broadcasting (BEAM)*, vol. 1, no. 2, pp. 87–98, 2026.
- [43] Y. Saidu, S. M. Shuhidan, D. A. Aliyu, I. A. Aziz, and S. Adamu, "Convergence of blockchain, iot, and ai for enhanced traceability systems: A comprehensive review," *IEEE Access*, vol. 13, pp. 16 838–16 865, 2025.
- [44] Ministry of Administrative and Bureaucratic Reform of the Republic of Indonesia, "Ministry of PANRB: Digital Transformation and Bureaucratic Reform," <https://www.menpan.go.id/>, 2024, accessed: Sep. 30, 2026.