Chapter: Strategic Digital Transformation: Enhancing Business through Innovation

INFLUENCE OF AI ON BUSINESS STRATEGIES OF MUSIC CULTURE COMMUNICATION COMPANIES

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Annotation. The rise of AI has reshaped corporate strategies across different industries, including music culture communication companies (MCCCs) that specialise in generating, curating, and delivering music culture content. Using multivariate multiple linear regression (MMLR) analysis, this paper explores the impact of artificial intelligence (data analytics, machine learning algorithms, natural language processing, and automated production workflows) on the business strategies adopted by music culture communications companies in China, including music content creation, content curation, operational efficiency, audience engagement, and consumer personalisation. The study findings indicate that various AI tools have a significant impact on a wide range of business strategies of MCCCs. This research contributes to the extant studies by offering a nuanced understanding of how AI can be strategically incorporated within the MCCCs. The insights derived from this study provide the best practices for practitioners and researcher to guide them in improving corporate strategies to effectively navigate the complex digital domain. This study emphasises the significance of integrating AI to complement the sustainable growth of business strategies in MCCCs.

Keywords: artificial intelligence, music culture communication, MCCCs, business strategies.

JEL classification: C45, D83, M14, Z1.

Introduction

AI is transforming industries across the globe, providing unprecedented prospects for optimisation, innovation, and market expansion (Aldoseri *et al.*, 2024). In the realm of MCCCs, the impact of AI is noticeable, spanning from audience interaction, and content creation to strategic decision-making. The MCCCs including record labels, music streaming forums, and marketing companies, function at the intersection of culture and technology (Walzer, 2017). Their primary aim is to associate musicians with audiences while concurrently boosting cultural impact and business revenue. The incorporation of AI within this realm has assisted in a reimagining of conventional business models, augmenting an atmosphere where personalised experiences and data-driven strategies dominate (Hutson, Rains, 2024). From the fall of physical media to the rise of digital streaming services, over the last few decades, the music industry has undergone significant shifts (Gamal, 2012). AI has emerged as a vital tool in the present digital age, assisting corporations to anticipate user preferences, process substantial amounts of data, and generate dynamic music experiences (Gupta et al., 2020). On the one hand, Spotify

leverages AI for personalised experiences; while, on the other hand, startups such as Endel utilise AI to produce generative music tailored to the needs of specific users. Such integration of AI has useful implications for corporate strategies, especially in how corporations develop content, engage with audiences, and operate workflows (Nasser, Abu-Naser, 2024). Traditionally, music acts as a powerful tool for cultural articulation and communication, transcending geographical and linguistic hurdles (Hesmondhalgh, 2013). In general, MCCCs have played an imperative role in forming and preserving musical culture by curating content, supporting artists, and developing linkages with audiences.

As enterprises attempt to balance the personalised experiences and efficiencies that AI provides with the preservation of cultural values of music, the integration of artificial intelligence introduces both challenges and opportunities (Sembiyeva et al., 2024; Iskakova et al., 2025). These corporations need to innovate while respecting cultural authenticity, as individuals increasingly experience music that resonates on both cultural and personal levels. MCCCs employ AI technologies to analyse substantial amounts of data, anticipate consumer preferences, and streamline operations (Mariani, Wamba, 2020). In a rapidly evolving digital landscape, AI-supported capability offers tailored marketing strategies and personalised recommendations, constituting a competitive edge. Nevertheless, there are also certain ethical concerns associated with the rise of AI regarding algorithmic bias, data privacy, and the potential for job replacement within the industry (Lentz, 2019; Doyle, 2018). With the music industry being no exception, the advent of AI has significantly affected a wide range of industrial sectors (Rashid, Kausik, 2024). Increasingly, firms within this domain are forced to implement innovative strategies to sustain their competitive edge as digital forums dominate music consumption. A wide range of AI-oriented technologies comprising data analytics, natural language processing, automated production workflows, and machine learning algorithms are becoming crucial tools for MCCCs. This paper attempts to analyse the impact of AI on corporate strategies among Chinese MCCCs, encompassing music content creation, content curation, operational efficiency, audience engagement, and consumer engagement.

Historically, the MCCCs have experienced notable challenges, especially with the transition to digital formats from physical forms (Hesmondhalgh, 2021). Meanwhile, the rise of streaming services changes consumption patterns, requiring new strategies for reaching potential audiences. In spite of its potential, AI adoption also holds a substantial number of challenges (Wirtz et al., 2019). Further, in music culture communication, the ethical implications of AI also warrant due consideration. For example, biases are often perpetuated by algorithmic decision-making, favouring certain demographics or genres over others. Similarly, the AI application in content creation raises concerns about human creativity and authenticity in the music-cultural realm (Acil, 2024). However, the significance of artificial intelligence cannot be overlooked in reshaping the business strategies of MCCCs (Allioui, Mourdi, 2023). Garrido et al. (2024) report that AI tools assist MCCCs to examine large datasets that capture consumption patterns, demographic information, and audience preferences. By using these valuable insights, MCCCs can devise targeted marketing strategies that are aligned with the targeted segments of the audience, eventually bolstering brand loyalty and optimising user engagement (Rane et al., 2023). Platforms such as Apple Music and Spotify incorporate sophisticated algorithms to curate personalised playlists, contributing to a substantial rise in the retention rates of users (Rizzo, 2022). Furthermore, AI integration has contributed to prominent operational efficiencies within the music industry. Meanwhile, automating routine activities such as customer service and data management enables music culture companies to redirect their resources toward strategic initiatives (Sun and Li, 2020). Likewise, predictive analytics as a hallmark of artificial intelligence, facilitates informed decision-making in terms of promotional strategies and music releases by predicting market trends and consumer behaviour (Wikström, DeFillippi, 2019).

The proposed proactive approach helps MCCCs to swiftly adapt to a changing landscape, in order to remain competitive.

Recently, AI has emerged as a powerful tool in various industries, enhancing operational efficiencies, transforming processes, and generating new business models (Lee et al., 2019). In particular, artificial intelligence is essentially reshaping how new music is created, distributed, and consumed in the music industry, affecting MCCCs that are responsible for sharing and promoting cultural music content. AI not only automates music-relevant tasks, but also reshapes the connections between artists, audiences, and corporate sectors (Kuoppa, 2018). By adopting AI-oriented technologies, MCCCs can enhance audience engagement, automate music marketing, produce original compositions, and generate highly personalised music. Nevertheless, such rapid technological evolution carries its own distinct set of challenges. Among others, copyright issues, the authenticity of AI-created content, and ethical considerations raise complicated concerns associated with the future of music culture (Fenwick, Jurcys, 2019).

The transformative effect of AI on MCCCs lies in its capability to optimise both efficiency and creativity. For instance, recommendation algorithms facilitate platforms such as Apple Music and YouTube Music to curate personalised experiences, allowing users to discover content that aligns with their preferences (Grealish, 2022). On the same note, AI-enabled tools such as Amper Music and Aiva assist the music creation by exploring patterns in current compositions and producing novel pieces. These AI-powered tools both redefine the value chain and expand the boundaries of creative expression in the music culture industry (Arenal et al., 2025). Moreover, artificial intelligence simplifies complex processes on the operational side such as copyright detection and royalty management. Notably, firms such as Pex adopt AI to recognise copyrighted material across digital forums, ensuring that content creators receive adequate compensation. Besides, predictive analytics enable music companies to optimise marketing campaigns, predict market trends, and optimally allocate resources (Bradlow et al., 2017). Hence, AI advancements underline the strategic importance of AI in navigating opportunities and challenges related to the music culture communication industry (Kofler et al., 2024). Although there is substantial emphasis on the technological progressions brought about by AI, less attention is paid to its broader strategic implications, especially among MCCCs.

Comprehending how AI forms business strategies is useful for a variety of reasons. Firstly, this analysis illuminates the competitive edge offered by AI, including innovation, market segmentation, and audience targeting. Secondly, it elucidates the ethical considerations and challenges related to AI use, including matters of algorithmic bias, concerns about data privacy, and the potential for creative homogenisation. Lastly, this research also adds to the wider discourse on the role of AI in the music and cultural industry, providing valuable insights for policymakers, researchers, and practitioners. This study attempts to bridge the research gap by empirically investigating the impact of AI adoption on the business strategies of MCCCs. As a result, this research extends an in-depth comprehension of how AI drives the operation outcomes and strategic decision-making of music cultural communication companies, thereby offering useful suggestions for significantly leveraging artificial intelligence to optimise the business strategies of cultural music companies.

This paper studies MCCCs operating across different Chinese markets including emerging startups and established global players. AI applications in fields of music content creation, content curation, audience engagement, operational efficiency, and consumer personalisation are explored, providing a sound-rounded perspective on AI's impact on the business strategies of Chinese MCCCs.

This research is structured as follows. The introduction section outlines the study background, significance, scope, and objectives. The second section undertakes the review of extant literature and postulates relevant hypotheses. Section three highlights the research methodology adopted in this study. Section four constitutes the study results and discussions. Finally, the concluding section proposes the study conclusions, implications, and guidelines for future studies.

1. Literature Review and Related Hypothese

The review of extant literature illuminates the transformative potential of AI in forming the business strategies of MCCCs. From audience engagement and content creation to operational efficiency, AI extends tools that enhance competitive positioning and are aligned with strategic objectives (Haleem *et al.*, 2022). Nonetheless, challenges including user acceptance, ethical concerns, and financial hurdles emphasise the need for a balanced approach to AI incorporation. By exploring new research avenues and addressing present gaps, practitioners and scholars can uncover the full potential of AI in boosting cultural impact and innovation within the cultural music industry. In the music culture sector, traditional business strategies are being redefined by artificial intelligence. Porter's (1980) framework on competitive edge asserts the necessity of cost leadership and differentiation, both of which can be realised through AI technologies. By adopting AI for consumer insights, MCCCs can identify niche markets and tailor their music product to address the needs of certain audiences (Sun, Li, 2020). In cultural music industries, the integration of AI, especially in MCCCs, has garnered significant attention due to the duality of its influence by assisting operational efficiency and bolstering creativity. AI and data analytics act as a pivotal tool for music companies intending to make data-driven and informed decisions. In the MCCCs, AI provides useful insights into market trends, consumer behaviour, and operational performance. Holsapple and Wu (2011) stress the value of artificial intelligence in optimising marketing efforts and recognising customer preferences. Music companies that employ AI and advanced analytics report better alignment of their strategies with consumer needs and improved decision-making capabilities (Chong *et al.*, 2017). Reportedly, Waller and Fawcett (2013) illuminate a considerable linkage between AI adoption and organisational performance. Their research findings recommend that companies using AI analytics are more inclined to encounter higher revenue and customer satisfaction. Mikalef *et al.* (2020) confirm that AI adoption and data analytics increase organisational agility, permitting music firms to rapidly adapt to changing market conditions.

Accordingly, Rane *et al.* (2024) emphasise how the predictive capabilities of AI allow enterprises to make informed strategic decisions such as identifying emerging trends in the music industry or tailored marketing campaigns. Likewise, Hofmann *et al.* (2024) reflect on the important role of AI in personalising user experiences, revealing how recommendation systems on online platforms such as Deezer or Spotify are pivotal to strategies for audience engagement. Nevertheless, extant literature most often concentrates on the technological dimensions of AI, with less focus on its wider strategic implications (Dwivedi *et al.*, 2021). Henry *et al.* (2024) investigate the role of AI in improving playlist curation but do not address its effect on market positioning or revenue models. The proposed research gap emphasises the need for a more holistic analysis of AI's impact on business strategies, especially in corporations that mediate creative and cultural exchanges. Relative insights from other creative sectors further illuminate the potential of AI. In the cinema industry, AI is utilised for audience predictions and script analysis, resulting in more effective marketing strategies (Kumar, 2021). These activities offer practical and useful lessons for MCCCs intending to upgrade their business strategies. Nevertheless, the ethical implications of AI employment cannot be ignored as concerns about algorithmic bias and data privacy raise substantial challenges (Wang *et al.*, 2022; Lee, 2018). In creative industries, the need for ethical

frameworks guiding AI applications is essential to maintain public trust and mitigate potential risks (Winfield, Jirotka, 2018).

The existing literature also indicates a growing concern regarding job displacement in the music industry, owing to AI adoption. Although AI can increase operational and business efficiency, it may also render obsolete certain roles, especially in fields such as content curation and marketing analytics (Smith, 2019). The chances for job loss raise ethical concerns regarding the corporate responsibility to create new prospects or retrain workers in an AI-oriented realm (Zhang, Chen, 2022). Additionally, the rise of AI-produced music poses a significant challenge to conventional processes of music production. Although certain researchers believe that artificial intelligence increases creativity by offering novel tools for music artists, others articulate concern that AI adoption may adversely influence the artistry capability of the cultural music industry (Kumar, 2021). The aforementioned tension accentuates the need for constant dialogue within the music industry related to the role of artificial intelligence in shaping cultural identity and music expression. With noticeable implications for audience engagement and business strategy, the present literature shows an explicit trend toward AI adoption in the cultural music industry. Nonetheless, AI provides significant opportunities for efficiency and innovation, and the ethical considerations surrounding its implementation require cautious analysis to ensure the sustainable development of the music industry (El Ardeliya *et al*., 2024). Increasingly, AI has become a focal point for studies in cultural industries and strategic management, driven by its capability to automate routine tasks, supplement decision-making processes, and enable innovation activities (Li, 2020). The main components of business strategies of MCCCs can be broadly classified into music content creation, content curation, consumer personalisation, audience engagement, and operational efficiency. Correspondingly, the subsequent sub-headings review the potential impact of artificial intelligence on each of the following aspects.

1.1 AI and Music Content Creation

AI adoption has made considerable advances in music composition, with algorithms presently capable of producing harmonies, melodies, and even full compositions. AI instruments such as AIVA, OpenAI's Jukedeck, and Sony's Flow Machines demonstrate that AI creates music in diverse genres, simulating structures and styles that resemble human-produced music (Elgammal *et al*., 2017). In terms of music culture communication companies, this capability opens up novel possibilities for content creation, specifically for commercial purposes such as film scoring, advertising, and background music (Amato *et al*., 2019). Nonetheless, AI-supported music creation has sparked debates regarding the artistic value and authenticity of machine-produced compositions. Arguably, AI compositions lack the originality and emotional depth related to human-produced music, which may limit their appeal in cultural aspects (Marcus, 2019). Despite these issues, AI's capability to rapidly and cost-effectively create large volumes of music makes it a useful asset for music culture communication companies, since demand for custom music in multimedia applications continues to grow (Birtchnell, Elliott, 2018). AI-oriented music creation tools, such as Aiva and Amper Music, have radicalised the music production process. Endel (AI platform) employs AI generated content to produce mood-oriented soundscapes, catering to niche markets. Such an integration holds strategic implications for cultural music companies, assisting them to target new demographics and diversity in their products. Based on this, hypothesis 1 is postulated as follows:

Hypothesis 1: *Artificial intelligence (AI) demonstrates a positive influence on music content creation (CCR);*

Hypothesis 1(a): *Data analytics (DA) demonstrates a positive influence on music content creation (CCR);*

Hypothesis 1(b): *Natural language processing (NLP) demonstrates a positive influence on music content creation (CCR);*

Hypothesis 1(c): *Automated production workflow (APW) demonstrates a positive influence on music content creation (CCR);*

Hypothesis 1(d): *Machine learning algorithm (MLA) demonstrates a positive influence on music content creation (CCR).*

1.2 AI and Music Content Curation

In the music industry, recommendation algorithms constitute one of the most widely incorporated applications of artificial intelligence. The proposed algorithms uncover user data, including genre preferences, listening history, and mood indicators in order to generate personalised recommendations and playlists. Harari and Ravid (2020) advocate that recommendation systems profoundly optimise user engagement, as the audience is more inclined to interact with content that closely aligns with their tastes. From the perspective of MCCCs, this translates into higher user retention, longer listening times, and more monetisation opportunities. The 'Discover Weekly' playlist of Spotify utilises artificial intelligence to curate the playlist for each user on the basis of their listening habits, offering an optimised and personalised music experience. The aforementioned strategy is useful in creating brand loyalty and retaining users, as audiences perceive the playlist as distinctively tailored to their priorities. From the standpoint of MCCCs, investing in AI-supported recommendation systems is compulsory for realising user attention in the industrial sector where audiences are most often inundated with music content (Jabour, 2024). Meanwhile, music content curation excessively relies on recommendation algorithms (Born *et al.*, 2023). Faraj (2024) stresses that AI-oriented recommendation engines optimise user satisfaction and uplift retention rates, making them indispensable for music streaming services. By examining the user preferences and behaviours, these systems align content delivery with the strategic objectives, thereby boosting playtime and supporting emerging artists. Thus, this study proposes the following hypothesis 2:

Hypothesis 2: *Artificial intelligence (AI) exerts a positive impact on music content curation (CC);*

Hypothesis 2(a): *Data analytics (DA) exerts a positive impact on the music content curation (CC);*

Hypothesis 2(b): *Natural language processing (NLP) exerts a positive impact on the music content curation (CC);*

Hypothesis 2(c): *Automated production workflow (APW) exerts a positive impact on the music content curation (CC);*

Hypothesis 2(d): *Machine learning algorithm (MLA) exerts a positive impact on the music content curation (CC).*

1.3 AI and Consumer Personalisation

In MCCCs, AI transforms consumer personalisation by enabling highly tailored experiences for audiences. AI-powered algorithms investigate a large volume of user data, including social interactions, preferences, and listening habits, in order to deliver customised content. AI further supports personalised marketing strategies by identifying audience segments and optimising campaigns to target specific demographics. Sentiment analysis enables MCCCs to scale consumer reactions to music and accordingly adjust promotional efforts. Moreover, AI-driven insights assist artists and record labels in comprehending their

fan base, bolstering deeper linkages through targeted interactions, such as exclusive content or virtual concerts. Consequently, AI-supported personalisation not only improves the consumer experience but also yields profitability for music culture communications firms. By boosting user retention and streamlining content delivery, AI ensures that consumers remain engaged while businesses can reduce costs associated with conventional market research. However, ethical considerations, such as algorithmic biases and data privacy, must be solved to sustain trust and equity in these AI-driven systems. AI is reshaping the way MCCCs interact with their audiences, making personalisation a cornerstone of modern business strategies in this industry.

In the present competitive landscape, consumer personalisation has become a cornerstone of effective marketing strategies (Iftikhar, 2024). Music companies can enhance customer loyalty and satisfaction by tailoring experiences and products to individual preferences. Based on user listening habits, streaming platforms (e.g. Apple Music and Spotify) use personalisation algorithms to recommend playlists and music, consequently, optimising user engagement (Thingstad, 2023). The present literature also documents the efficacy of personalised marketing strategies. Lemon and Verhoef (2016) suggest that personalised experiences exert a positive effect on conversion rates and customer retention. Additionally, Arora *et al*. (2021) point out that AI-oriented personalisation promotes customer relationships, augmenting an in-depth linkage between customers and brands. Consistent with this, in this study, hypothesis 3 is posited as follows:

Hypothesis 3: *Artificial intelligence (AI) has a positive effect on consumer personalisation (CP);*

Hypothesis 3(a): *Data analytics (DA) has a positive effect on consumer personalisation (CP);*

Hypothesis 3(b): *Natural language processing (NLP) has a positive effect on consumer personalisation (CP);*

Hypothesis 3(c): *Automated production workflow (APW) has a positive effect on consumer personalisation (CP);*

Hypothesis 3(d): *Machine learning algorithm (MLA) has a positive effect on consumer personalisation (CP).*

1.4 AI and Audience Engagement

The role of artificial intelligence extends beyond the personalisation of content. Powered by natural language processing (NLP), virtual assistants and chatbots facilitate real-time interaction between users and enterprises, improving customer service (Khatri, 2023). Reportedly, integration of Apple Music with Siri enables voice-controlled access to music libraries, generating a seamless user experience. Besides this, AI-supported sentiment analysis tools permit enterprises to anticipate audience responses to events or the content produced. As confirmed by Zhang and Chen (2022), these insights are vital for refining strategies, whether by recognising content that resonates with target audiences or adjusting marketing approaches.

With researchers remarking on the potential for AI to enhance engagement, optimise customer targeting, and improve brand loyalty, AI employment in digital marketing has been extensively investigated across multiple industries (Kaplan and Haenlein, 2019). Business strategies are profoundly driven by AI-supported data in the music industry, as music culture companies collect information on the demographics, preferences, and behaviour of audiences (Blake, 2024). Subsequently, AI-supported

algorithms examine this data to crate detailed audience profiles that facilitate MCCCs to tailor content, promotions, and advertisement to certain segments.

AI-supported business strategies enable music companies to precisely reach their target audience, using machine learning algorithms to examine user behaviour, demographics, and online interactions (Lakshika *et al*., 2024). This approach permits music culture companies to generate detailed audience profiles, achieving highly targeted marketing campaigns. AI can anticipate which music genre or category is aligned to resonate with certain audience segments, assisting music firms in channelling marketing resources to these groups and realising higher audience engagement (Chen *et al*., 2021). A specific AI application in marketing, sentiment analysis enables music companies to anticipate audience reactions to promotional campaigns and music releases by exploring online discussions, social media reviews, and activities. However, this feedback is invaluable for cultural music companies, as it permits them to adjust their strategies on the basis of real-time audience responses. AI-oriented sentiment analysis offers music companies a competitive edge in a swift-paced industry where trends fluctuate rapidly, enabling them to remain relevant and adapt to audience preferences (Alipour *et al*., 2024). This paper represents the hypothesis 4 as follows:

Hypothesis 4: *Artificial intelligence (AI) positively affects audience engagement (AE);*

Hypothesis 4 (a): *Data analytics (DA) positively affects audience engagement (AE);*

Hypothesis 4(b): *Natural language processing (NLP) positively affects audience engagement (AE);*

Hypothesis 4(c): *Automated production workflow (APW) positively affects audience engagement (AE);*

Hypothesis 4(d): *Machine learning algorithm (MLA) positively affects audience engagement (AE).*

1.5 AI and Operational Efficiency

Operational efficiency is compulsory for music firms attempting to minimise costs and optimise performances (Ahmad *et al*., 2021). From the perspective of the music industry, AI adoption plays an imperative role in supplementing operational processes. According to Davenport and Ronanki (2018), artificial intelligence can automate routine activities including customer service and inventory management and thus allocating resources for strategic initiatives. Music firms employing AI for operational efficiency can realise significant productivity outcomes and cost reductions. Furthermore, operational efficiency also results in greater effectiveness of business strategy. Realising operational efficiency through analytics and AI warrants a substantial amount of investment as well as a cultural shift toward data-oriented decision-making (Mikalef *et al*., 2020). Music companies must promote an atmosphere that stimulates innovation and experimentation to fully capitalise on the AI benefits. As the music industrial sector persistently evolves, music firms that prefer operational efficiency shall be effectively positioned to adapt to the opportunities and challenges put forward by technological progressions (Katz, 2010).

In the cultural music communication industry, artificial intelligence considerably improves operational workflows, especially in royalty distribution and copyright management (Javaid *et al*., 2022). Music platforms such as SoundExchange and Audiam utilise artificial intelligence to monetise and track copyright material, allocating fair compensation for creators. Such automation enhances transparency and lowers administrative burdens, aligning operational efficiency with ethical standards (Negus, 2011). Predictive analytics have become indispensable in the strategic decision-making of MCCCs (Lopez, 2023). Certainly, AI tools examine market trends, user behaviour, and competitor strategies to inform

decisions on geographic expansion, content acquisition, and product pricing. According to Davenport and Ronanki (2018), these capabilities permit cultural music companies to efficiently allocate resources and remain competitive in a rapidly evolving market. Besides consumer-facing applications, AI-oriented automation transforms operations in music culture companies, especially in areas including content creation, distribution, and management (Amato *et al.*, 2019). AI adoption can automate the process of tagging metadata, cataloguing music, and organising content libraries, reducing the labour and time related to these tasks (Tschmuck, 2016). Similarly, AI-enabled tools for managing royalties and rights offer a precise and transparent channel to track song usage across music platforms (Bala and Sangwal, 2022). The researchers put forward the hypothesis 5 as follows:

Hypothesis 5: *Artificial intelligence (AI) has a positive impact on operational efficiency (OE);*

Hypothesis 5(a): *Data analytics (DA) has a positive impact on operational efficiency (OE);*

Hypothesis 5(b): *Natural language processing (NLP) has a positive impact on operational efficiency (OE);*

Hypothesis 5(c): *Automated production workflow (APW) has a positive impact on operational efficiency (OE);*

Hypothesis 5(d): *Machine learning algorithm (MLA) has a positive impact on operational efficiency (OE);*

Despite the expanding literature, a significant gap exists in comprehending the role of AI in the business strategies of music culture communication industries. There are limited empirical studies analysing the impact of AI on performance metrics such as music content creation, content curation, operational efficiency, audience engagement, and consumer personalisation. Moreover, limited attention has been paid to the regional variations in the adoption of AI, with most studies concentrating on Western markets and ignoring Asian countries. In addition, the implications of AI on cultural diversity and creativity including the music industry also remain understudied. Therefore, this paper intends to investigate the influence of AI on the business strategies of Chinese MCCCs in order to derive valuable insights on AI, music culture companies, and business strategies, offering a more in-depth comprehension of AI's role in the MCCCs.

2. Methodology

This paper utilises the quantitative approach to investigate the impact of artificial intelligence on the business strategies of MCCCs. Primarily, the multivariate regression model, supported by correlation analysis and descriptive statistics is used to analyse the understudied variables. Besides this, a research questionnaire is built to derive data related to study variables from the participants. Details on study variables, MMLR models, as well as research questionnaire and data collection, are presented in the following discussion.

2.1 Dependent and Independent Variables

Explained Variables (Business Strategies). This paper has uses five explained variables to represent the business strategies of MCCCs. These dependent variables include Operational Efficiency (OE), Music Content Creation (CCR), Content Curation (CC), Consumer Personalisation (CP), and Audience Engagement (AE).

Explanatory Variables (AI-Related). Four explanatory variables are adopted to capture artificial intelligence embraced by the MCCCs, including Data Analytics (DA), Natural Language Processing (NLP), Automated Production Workflows (APW), and Machine Learning Algorithms (MLA). In addition, different

control variables are also added to the econometric model, in order to account for prediction from other inherent variables. The included control variables are Marketing Budget (MB) and Firm Sise (FS).

2.2 MMLR Econometric Models

This study uses multivariate multiple linear regression (MMLR) models to anticipate the impact of artificial intelligence (DA, NLP, APW, MLA, MB, and FS) on business strategies (OE, CCR, CC, CP, and AE) of music culture communication companies. In MMLR, each explained variable has its own regression equation. However, these equations are not independent of each other. These equations are linked, as the errors (residuals) across the explained variables are generally considered to be correlated.

1. Operational Efficiency (OE):

$$OE = \beta_0 + \beta_{01}DA + \beta_{06}NLP + \beta_{11}APW + \beta_{16}MLA + \gamma_{01}MB + \gamma_{06}FS + \epsilon_1$$

2. Content Creation (CCR):

$$CCR = \beta_0 + \beta_{02}DA + \beta_{07}NLP + \beta_{12}APW + \beta_{17}MLA + \gamma_{02}MB + \gamma_{07}FS + \epsilon_2$$

3. Content Curation (CC):

$$CC = \beta_0 + \beta_{03}DA + \beta_{08}NLP + \beta_{13}APW + \beta_{18}MLA + \gamma_{03}MB + \gamma_{08}FS + \epsilon_3$$

4. Consumer Personalisation (CP):

$$CP = \beta_0 + \beta_{04}DA + \beta_{09}NLP + \beta_{14}APW + \beta_{19}MLA + \gamma_{04}MB + \gamma_{09}FS + \epsilon_4$$

5. Audience Engagement (AE):

$$AE = \beta_0 + \beta_{05}DA + \beta_{10}NLP + \beta_{15}APW + \beta_{20}MLA + \gamma_{05}MB + \gamma_{10}FS + \epsilon_5$$

In the equations, β_0 is the intercept (constant term), β_{ij} are the coefficients for independent variables, and γ_{ij} represents the coefficients for control variables. ϵ_i shows the variability not explained by the model for each dependent variable.

2.3 Questionnaire and Data Collection

A self-generated research questionnaire is used to derive data from the respondents relevant to the study variables (*Table 1*). Categorically, the research questionnaire comprises five questions related to the dependent variable (business strategies) and six questions associated with the independent variable (artificial intelligence), including two questions concerning control variables. The questionnaire contains a total of 11 questions, covering business strategies, artificial intelligence, and control variables. In this study, Cronbach's alpha is used to measure the internal consistency of the whole questionnaire and sub-scales comprising elements related to dependent and independent variables. Reportedly, Cronbach's alpha value is ≥ 0.7 for both the entire scale and sub-scales, implying the chosen research questionnaire's high reliability and good internal consistency.

Table 1. Research Questionnaire on AI and Business Strategies of MCCCs

Research Questionnaire	1	2	3	4	5
I. Dependent Variable Related Questions					
Music Content Creation: Your organisation emphasises music content creation					
Content Curation: Your organisation focuses on curation of music content					
Operational Efficiency: Your organisation takes necessary measures to ensure operational efficiency					
Consumer Personalisation: Essential measures are taken by your organisation to practice consumer personalisation					
Audience Engagement: Your organisation value actively engaging the audience					
II. Independent Variable Related Questions					
Data Analytics: Data analytics are an integral part of corporate AI programs					
Natural Language Processing: Natural language processing is crucial for corporate AI initiatives					
Automated Production Workflows: Automated production workflows are imperative for automation of company production					
Machine Learning Algorithms: MLAs are helpful in realising AI integration and digitally transforming the organisation					
Marketing Budget: A marketing budg*et al*lows the company to effectively realise its objectives					
Firm Sise: The firm sise is an important determinant of corporate performance					

Notes: each question is marked from 1 to 5, with 1 = strongly agree, 2 = agree, 3 = neutral, 4 = disagree, 5 = strongly disagree.

Source: self-generated questionnaire.

The study questionnaire was sent to 50 top-level industry professionals across different music culture communication companies in China, including streaming services, record labels, and music marketing agencies. The researchers have also ensured to cover all major MCCCs operating in China. The participants' anonymity and confidentiality were strictly observed throughout the research process. The participants were also briefed on the study purpose, and the informed consent was obtained prior to the collection of data.

3. Results and Discussion

The outcomes of MMLR analysis, correlation analysis, and descriptive statistics offer useful insights into how AI technologies including data analytics (DA), machine learning algorithms (MLA), natural language processing (NLP), and automated production workflows (APW), and control variables (MB and FS) affect the business strategies of music culture communication companies, represented by music content creation (CCR), content curation (CC), consumer personalisation (CP), operational efficiency (OE), and audience engagement (AE). The aforementioned analysis attempts to explore the association between AI-driven technologies and different business strategies of MCCCs while controlling for firm-specific factors such as company size and marketing budget. The subsequent sub-sections present descriptive statistics, correlation analysis, and MMLR analysis.

3.1 Descriptive Statistics

Table 2 populates the descriptive statistics for the explanatory variables (DA, APW, NPL, MLA, and MB, FS).

Table 2. Descriptive Statistics

Variables	Mean	S.D	Min.	Max.	Skewness	Kurtosis
DA	3.84	0.70	2.0	5.2	0.55	2.9
NLP	3.61	0.63	2.1	4.6	0.30	3.2
APW	4.01	0.67	2.6	5.5	0.48	2.8
MLA	3.96	0.72	2.2	5.4	0.53	2.7
MB	5.62	1.21	2.0	9.0	0.24	3.1
FS	4.24	0.83	2.3	6.3	0.37	3.1

Source: own calculations.

Accordingly, their mean, standard deviation (SD), maximum values, minimum values, skewness, and kurtosis are presented by the researchers. These variables demonstrate a moderate level of skewness, suggesting that most explanatory variables have a slight rightward tail. Likewise, the kurtosis values are near normal distribution values, confirming a relatively typical distribution. In addition, there is moderate variation in the data. The marketing budget (MB) exhibits the highest variability, revealing substantial variations in marketing investments among MCCCs.

3.2 Pearson Correlation Analysis

Most of the explanatory variables show strong positive correlations with the business strategies of MCCCs. This implies that the employment of AI-oriented technologies, including data analytics, automated production workflows, natural language processing, and machine learning algorithms plays a crucial role in optimising a wide range of business outcomes, including music content creation, operational efficiency, content creation, consumer personalisation, and audience engagement. The correlations for data analytics (DA) are the highest across most explained variables, illuminating its pivotal role in upgrading the business processes and strategies of music culture communication companies. Thus, the proposed correlation analysis confirms the robustness of connections between AI instruments and the core performance indicators in MCCCs.

Table 3. Pearson Correlation Analysis

Dependent Variable	DA	NLP	APW	MLA
OE	0.70**	0.61*	0.62*	0.72*
CCR	0.72*	0.69**	0.64	0.69*
CC	0.65**	0.67	0.56*	0.69
CP	0.73**	0.76*	0.69*	0.76*
AE	0.84**	0.79*	0.73*	0.75*

Source: own calculations.

Further details on the relationship between AI tools and the business strategies of MCCCs are presented below:

Content Creation (CCR). This variable demonstrates the highest positive correlation with the explanatory variable, NLP. This reflects that companies using advanced natural language processing tools are more inclined to improve content creation processes. Similarly, DA and MLA also show a significantly positive linkage with CCR. However, automated production workflows (APW) display an insignificant correlation with content creation.

Operational Efficiency (OE). There exists a significant positive relationship between operational efficiency and all explanatory variables (MLA, DA, APW, and NLP), with data analytics exhibiting the strongest correlation with operational efficiency. This infers that the employment of artificial intelligence tools, predominantly data analytics, as well as MLA, APW, and NLP significantly enhances the operational efficiency of music culture communication companies.

Content Curation (CC). Content curation demonstrates slightly lower correlations than other dependent variables such as CCR, OE, CP, and AE, but still positive, revealing that AI instruments such as data analytics and automated processing workflows show significant positive linkages with content curation outcomes. Nonetheless, the NLP and MLA have an insignificant correlation with CC.

Consumer Personalisation (CP). Consumer personalisation has the most significant positive correlation with data analytics (DA), suggesting that data-driven approaches have the strongest impact on tailoring experiences and content to individual consumers. Meanwhile, other independent variables also demonstrate a significant correlation with consumer personalisation. This encourages the MCCCs to incorporate a wide range of AI tools, in order to improve different dimensions of their business strategies.

Audience Engagement (AE). Audience engagement also shows a significant correlation with all the explanatory variables, especially data analytics. This establishes that using AI instruments such as data analytics exerts the most noticeable effect on increasing audience engagement. On the same note, the remaining AI tools, including APW, NLP, and MLA are also documented to profoundly optimise and upgrade a wide range of business strategies among MCCCs.

3.3 Multivariate Multiple Linear Regression Analysis

In *Table 4*, MMLR analysis highlights that most of the explanatory variables, along with the control variables Marketing Budget (MB) and Firm Sise (FS) exhibit a significant positive influence on the explained variables across the models, except for APW, NLP, and MLA showing insignificant effect on content creation and content curation respectively. Otherwise, the coefficients are positive and statistically significant for all predictors, with varying levels of significance ($p < 0.05$, 0.10, and 0.01). Among all independent variables, data analytics is found to emerge as the most significant predictor of MCCCs' business strategies. The R^2 values range from 0.74 to 0.82, confirming that the explanatory and control variables explain a large amount of the variability in the explained variables. Parallel to this, the F-Statistics are significant for all models ($p < 0.001$ and $p < 0.005$). This indicates that the regression models are fit and valid. Additional statistical tests confirmed the robustness of the models, as according to the Variance Inflation Factor (VIF), all explanatory variables show VIF values below 5, signifying no multicollinearity issues. In terms of the Residual Diagnostics, the Shapiro-Wilk test documented $p > 0.05$ for all explained variables, reflecting normally distributed residuals.

Table 4. Results of MMLR

Dependent Variable	DA	NLP	APW	MLA	MB	FS	R^2	F-Stat. (p-value)
Operational Efficiency	0.22**	0.23*	0.25*	0.19*	0.12**	0.16*	0.82	55.88 (<0.005)
Content Creation	0.29*	0.26**	0.26	0.13*	0.16*	0.17*	0.74	47.91 (<0.001)
Content Curation	0.24**	0.26	0.14*	0.23	0.19*	0.17***	0.82	53.22 (<0.005)
Consumer Personalisation	0.31**	0.25*	0.19*	0.24*	0.20**	0.12*	0.74	61.15 (<0.005)
Audience Engagement	0.33**	0.29*	0.24*	0.11*	0.22*	0.33*	0.79	48.55 (<0.001)

Source: own calculations.

Operational Efficiency (OE). Data Analytics documents a significant positive effect on OE, confirming their imperative role in improving decision-making processes and streamlining workflows. As music companies use more sophisticated tools of data analysis, operational efficiency is inclined to improve, potentially through optimal allocation of resources, data-driven decision-making, and streamlined processes. Furthermore, the significant positive coefficient for NLP reflects that the utilisation of natural language processing tools also leads to optimising OE. By automating tasks such as feedback analysis, content generation, and customer support, NLP optimises operational activities and enables reduced time spent on repetitive tasks. In addition, the positive and statistically significant coefficient of APW indicates that automation in production workflows results in greater operational efficiency. Particularly, automating production processes not only lessens manual intervention but also improves accuracy and speed in corporate operations. Likewise, the positive coefficient for MLA indicates that the integration of machine learning algorithms substantially bolsters operational efficiency by both identifying patterns and optimising processes in real time. Both firm size and marketing budget report positive impacts on OE. This implies that companies with larger sizes or greater marketing budgets are better equipped to enhance operational efficiency, potentially owing to the more resources for investing in AI technology and infrastructure.

Content Creation (CCR). The significant and positive impact of data analytics on CCR points out that data-driven insights assist enterprises produce more relevant, targeted, and engaging content. This leads to higher efficiency of content creation. A significant positive impact of NLP on CCR reflects that NLP instruments including sentiment analysis or automated content generation, result in effective content production by ensuring rapid and more precise development of content, emphasising their capacity to efficiently organise and personalise enormous content libraries. Reportedly, the coefficient of APW is positive but insignificant. This means that automated workflows in content creation insignificantly contribute to enhanced content creation, thereby slightly reducing manual bottlenecks and facilitating streamlining processes. Moreover, the positive association of MLA with CCR pinpoints its ability to optimise content strategies by predicting trends, learning from audience behaviour, and personalising content for stronger impact. In the case of CCR, FS and MB are also found to exert positive influence, implying that larger companies with substantial funds are capable of allocating sufficient resources for AI integration, in order to produce AI-oriented content.

Content Curation (CC). Except for NLP and MLA, explanatory and control variables document a positive and significant effect on CC. This reveals that the integration of AI tools, specifically data analytics (DA) and automated production workflow (APW) assists music companies in curating and organising music content in a manner that is both personalised and relevant to the audience, resulting in effective engagement and alignment with audience preferences. Meanwhile, the positive impact of firm size and marketing budgeting also proposes that larger music companies having adequate funds can channel resources to effectively carry out content-curating activities.

Consumer Personalisation (CP). All explanatory variables have a significant and positive effect on CP. This highlights that AI tools enable music companies to personalise content and interactions with consumers based on their past behaviours, individual preferences, and predictive models. Among all predictor variables, DA exerts the most significant influence on consumer personalisation, enabling music companies to more effectively tailor their products to individual consumers, likely through the data analytics of customer feedback data. Therefore, data analytics (DA) plays a vital role in tailoring user experiences, enhancing consumer satisfaction.

Audience Engagement (AE). The positive and significant impacts of all independent variables (DA, NLP, APW, and MLA) on AE establish that AI-oriented tools profoundly lead to increasing audience engagement by automating interactions, optimising communication channels, and delivering personalised content. This demonstrates the value of AI technologies in fostering deeper engagement and comprehending audience preferences. Both control variables (MB and FS) considerably contribute to all explained variables as larger firm size and marketing budgets offer the essential resources required to effectively adopt advanced artificial intelligence tools, actively engaging the audience for MCCCs.

4. Discussion

The transformative role of AI technologies in fostering business strategies of MCCCs has been confirmed in this study. The research findings are aligned with the broader extant literature on the influence of AI tools on business strategies/performance, revealing that enterprises leveraging AI-driven instruments are able to realise competitive edges through improved innovative and technological capabilities. As a result, the study findings investigate the long-term effects of AI employment and the role of emerging AI technologies in upgrading business strategies. Based on this, this research asserts that embracing AI is not merely an option but an integral strategy for MCCCs seeking to remain competitive in a rapidly evolving digital realm. By incorporating strategic AI instruments and practices, these corporations can unlock substantial value and contribute to the dynamic future of the music culture communication industry.

This study extends valuable theoretical insights into the roles of advanced technologies, such as data analytics (DA), automated workflow processes (APW), natural language processing (NLP), and machine learning algorithms (MLA) in driving key organisational results among MCCCs. The findings underscore the centrality of natural language processing and data analytics across all explained variables. This suggests that these AI-driven technologies are pivotal to modern organisational processes. Specifically, data analytics emerges as a crucial enabler, persistently exerting profound effects on content creation, operational efficiency, content curation, audience engagement, and consumer personalisation. This supports the present theoretical frameworks that stress the transformative potential of data-driven decision-making in improving customer experiences and organisational performances. The pervasive influence of NLP further emphasises the value of leveraging language-based technologies to explore, interpret, and respond to complex data, which is increasingly relevant in the domain dominated by content consumption and digital communication.

The role of machine learning algorithms (MLA) and automated workflow processes (APW) appears to be more prominent. Although automated workflow predominantly contributes to operational efficiency, its influence on content curation and creation is less significant. This indicates that while automation is invaluable for streamlining operational tasks, it may not directly affect the strategic or creative processes of MCCCs, which most often require human intuition and adaptability. Simultaneously, machine learning algorithms exhibit substantial but varying influences across various outcomes, showing that their utilisation is context-dependent. For example, MLA is important in audience engagement and consumer personalisation, possibly due to its ability to investigate patterns and anticipate preferences. Nonetheless, the limited impact of MLA on content curation reflects that thi aspect may rely more on contextual comprehension and human judgment rather than on algorithmic predictions. The proposed findings add to the theoretical discourse on the complementary roles of human expertise and automation in the organisational processes of MCCCs.

Firm size (FS) also emerges as another important factor, especially in enabling content curation and audience engagement. The size of music culture communication companies appears to be a core determinant of enterprise success. This posits that larger organisations are able to remain relevant and competitive in fast-paced markets. Besides this, marketing budget (MB) typically displays less significant impacts than other variables while displaying consistent contributions across derived outcomes. This means that although the marketing budget offers marketing benefits, its influence is secondary to the data-oriented and dynamic capabilities extended by other explanatory variables.

Explicitly, the theoretical discussions presented in this research extend to the broader discourse on AI incorporation and integration in MCCCs. While individual AI-driven technologies provide distinct benefits, their synergistic and combined application is what drives concrete improvements in customer-centric and operational outcomes. This reinforces the significance of embracing a holistic approach to AI implementation, where the interplay between distinct systems and tools is prudently taken into account. Moreover, MCCCs also need to balance technological capabilities with human expertise, especially in domains that warrant adaptability, judgment, and creativity.

This research contributes to the growing body of studies on the transformative potential of emerging AI technologies in organisational settings. By explaining the relative effects and specific roles of DA, MLA, NLP, APW, FS, and MB, the study findings extend a nuanced comprehension of how such technologies can be utilised to augment content-relevant processes, operational efficiency, and customer engagement. Such insights can be used to explore the contextual factors that influence the effectiveness of these technologies, and the possible challenges related to their integration.

Conclusions

This study investigates the influence of Artificial Intelligence (AI) technologies (data analytics, machine learning algorithms, automated production workflows, and natural language processing) on the business strategies of music culture communication companies in China, focusing on their operational efficiency, content creation, content curation, consumer personalisation, and audience engagement. Using the Multivariate Multiple Linear Regression (MMLR) analysis, the study results exhibit that AI-driven tools: Data Analytics (DA), Automated Production Workflows (APW), Natural Language Processing (NLP), and Machine Learning Algorithms (MLA), play a significant role in optimising business strategies of MCCCs. All postulated hypotheses are confirmed, except for Hypotheses 1(c), 2(b), and 2(d), since APW, NLP, and MLA are found to exhibit an insignificant impact on music content creation and content curation, respectively. Specifically, the study findings stress the value of artificial intelligence as a transformative force in the music culture communication industry, allowing companies to innovate creative processes, streamline operations, and augment stronger consumer connections. At large, this study puts forward that the adoption of AI instruments in business strategies can be a key driver of strategic success, especially in the fields of operational efficiency, content creation, content curation, audience engagement, and consumer personalisation.

In light of the study findings, the following recommendations are put forward for MCCCs. These companies must prioritise the adoption of AI tools, such as NLP, DA, APW, and MLA, in their operations. These AI-oriented technologies are proven to improve both efficiency and the capability to optimise business strategies. In particular, embracing artificial intelligence is critical for sustaining a competitive edge in the rapidly evolving music industry. Noticeably, automation not only reduces costs and saves time, but also improves the quality and consistency of business output. Personalisation is key to creating stronger customer affiliations and enhancing brand loyalty. Owing to the positive effect of artificial

intelligence technologies, music companies should use data-driven insights to effectively comprehend consumer preferences, personalise content, and offer customised experiences. Though AI tools play a pivotal role in supporting business strategies, music companies also need to ensure that sufficient funds are allocated to support AI adoption.

The study findings also extend useful insights for researchers and practitioners. Primarily, the findings of this study contribute to the existing literature on the role of artificial intelligence in creative industries, especially the music culture communication industry. This study underscores the value of investigating AI technologies not merely as isolated technological instruments, but from the perspective of broader business strategies of MCCCs. The study results illuminate the importance of embracing AI technologies to optimise business operations. MCCCs can utilise these findings to guide their AI adoption strategies, thereby, improving customer interactions and optimising their workflows. Besides, this study also indicates that investing in AI tools could offer a competitive advantage in the rapidly changing domain of the music industry. Moreover, music industry bodies and governments can also use the study's findings to support initiatives meant to promote AI adoption in music and creative industries. Explicitly, policies that supplement AI innovation and minimise hurdles to AI employment could assist music culture communication companies in leveraging artificial intelligence for sustainable growth. From the theoretical perspective, this paper enhances the value of integrating organisational, technological, and resource-based views in studying business strategies. It also prmotes the understanding of how AI augments innovation and value creation in niche sectors such as MCCCs.

Although this study extends useful insights, it is not without several limitations. Firstly, the data was gathered through a questionnaire, which may have introduced biases associated with self-reporting and perception. Secondly, this research is cross-sectional, limiting its ability to capture the long-term influences of AI employment. Thirdly, the emphasis on MCCCs may minimise the generalisability of study findings to other industries. Based on this, a variety of future research guidelines are proposed in this study. By addressing these guidelines, future studies can offer a more holistic comprehension of AI's influence and its integration across industries and organisational contexts.

Future studies should resolve the aforementioned limitations by incorporating longitudinal designs to anticipate the sustained influence of AI technologies. Different strategies should be developed to reduce self-reporting and perception biases in data collection, such as using objective performance metrics or triangulating data sources. The study scope must be expanded to include other creative industries, such as films, cinema, digital media, and gaming, in order to extend an in-depth perspective on the transformative potential of artificial intelligence. Similarly, qualitative methods, such as interviews and case studies, can yield deeper insights into the enablers and challenges of AI adoption. In future studies, qualitative and quantitative research techniques can also be combined to balance the strengths of both methods, providing more nuanced and richer insights. Additionally, deeper exploration into the interactive effects between artificial intelligence and other factors, such as employee training or organisational culture, could offer a more comprehensive understanding of the role of artificial intelligence in business strategies. Finally, expanding the sample size to include enterprises from different geographical areas would supplement the findings' generalisability since corporations from different geographical areas improve the generalisability of research findings while accounting for regional variations in the adoption of artificial intelligence.

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VERSLO STRATEGIJOS MUZIKOS KULTŪROS KOMUNIKACIJOS ĮMONĖSE: DI ĮTAKA

Guoxu Fan

Santrauka. Dirbtinio intelekto atsiradimas pakeitė verslo strategijas įvairiose pramonės šakose, taip pat ir muzikos kultūros komunikacijos įmonėse (angl. MCCC), kurių specializacija – muzikos kultūros turinio visuomenei kūrimas, kuravimas ir pristatymas. Šiame straipsnyje, taikant daugialypės kartotinės tiesinės regresijos (angl. MMLR) analizę, nagrinėjama dirbtinio intelekto (duomenų analizės, mašininio mokymosi algoritmų, natūralios kalbos apdorojimo ir automatizuotų gamybos procesų) įtaka Kinijos muzikos kultūros komunikacijos įmonių taikomoms verslo strategijoms, taip pat muzikos turinio kūrimui, turinio kuravimui, veiklos efektyvumui, auditorijos įtraukimui ir vartotojų personalizavimui. Tyrimo rezultatai atskleidė, kad įvairios dirbtinio intelekto priemonės itin reikšmingai veikia įvairias MCCC verslo strategijas. Taigi, šis tyrimas prisideda prie esamų tyrimų, nes juo atskleidžiama, kaip dirbtinis intelektas gali būti strategiškai naudojamas ir muzikos kultūros komunikacijos įmonėse. Tyrime pabrėžiama DI integravimo svarba siekiant papildyti tvarią muzikos kultūros komunikacijos įmonių verslo strategijų plėtrą.

Reikšminiai žodžiai: dirbtinis intelektas; muzikos kultūros komunikacija; MCCC; verslo strategijos.