COMMUNICATION & SOCIETY

Special issue

Generative AI changes the book publishing industry: reengineering of business processes

Olena Ryzhko
https://orcid.org/0000-0003-4478-214X
olena.ryzhko@knu.ua
Taras Shevchenko National Univ. of Kyiv

Tetiana Krainikova
https://orcid.org/0000-0002-2132-2020
tetiana.krainikova@knu.ua
Shevchenko National University of Kyiv

Svitlana Vodolazka
https://orcid.org/0000-0003-1019-5828
s.vodolazskaya@knu.ua
Shevchenko National University of Kyiv

Kateryna Sokolova
https://orcid.org/0000-0003-0994-4414
cata.sokolova@knu.ua
Shevchenko National University of Kyiv

Submitted
February 19th, 2024
Approved
April 21st, 2024

Communication & Society
ISSN 0214-0039
E ISSN 2386-7876
www.communication-society.com

2024 – Vol. 37(3)
pp. 255-271

How to cite this article:
Ryzkho, O., Krainikova, T., Vodolazka, S. & Sokolova, K. (2024). Generative AI changes the book publishing industry: reengineering of business processes, *Communication & Society, 37*(3), 255-271.

Abstract

The research defines main direction of book publishing houses reengineering based on the analysis of successful cases of AI use in publishing business. The timeline of the research started in August 2023 and was summarised in the beginning of January 2024. The main methods were expert interview, monitoring of international and Ukrainian internet platforms, and document analysis. The study showed that the main aspects of business processes reengineering in publishing houses, based on the use of AI, are: (1) development of business strategies and plans; (2) development of digital spaces in publishing houses; (3) emerging of new professions; (4) discussions and their summaries; (5) received manuscripts check; (6) finding plagiarism; (7) preparation of creative, advertising, and presentation materials; (8) working with numbers and databases. The recommendations on the use of AI in business processes are extracted from the policies of the organisations connected with the book publishing industry. They are presented in the convenient table for further use. One of the study results showed that Ukrainian publishing houses discuss the capabilities of AI for generating different types and formats of content, and based on that, AI capabilities for reengineering are considered. One of the biggest challenges, created by AI, is that the technology develops faster than people can perceive so they struggle to describe the technology itself and its impact. It means that we should adjust to the changes, caused by exponential development of AI, finding resources to overcome unequal access to AI capabilities in the process of specialists' preparation.

Keywords

Reengineering, business processes, technological innovations, generative AI, book publishing, book publishing houses.

1. Introduction

1.1. *Study relevance*

AI development boomed in Ukraine and the world in 2023. Writer's Yearbook 2024 (Mehta, 2023) presented the review of the main trends of the US book market (Friedman, 2023). According to the data, AI has become the defining trend of 2023 as it promotes productivity and cost savings, while the issue of copyright is acute, which logically leads market players to the need for legislative regulation.

An overview of the main trends in the book market of Ukraine was prepared by Chytomo journalists, in which they call the revolutionary emergence of services using AI among the three significant events of 2023, although they note that Ukrainian publishers are only beginning to use them in their own business processes (Chytomo, 2023).

The impact of AI on the book industry was discussed at the 75th Frankfurt Book Fair 2023. In particular, the German journalist Mads Pankow focused on the threat to jobs from AI and on the violation of copyright of creative professions representatives (Feshchuk & Baturevych, 2023). One of the world's most famous experts in AI, when talking about the crisis caused by AI that humanity will face, mentions unemployment and inequality (Lee, 2020, p. 191), rather than hypothetical threats from an "immortal digital mind" or an "all-powerful superintelligence" (Lee, 2020, p. 188). The head of the Association of German Writers, Lena Falkenhagen, expressed greater optimism, noting that without new writers AI will have nothing to learn from (Feshchuk & Baturevych, 2023).

A resonant event in the publishing industry was the fact that the founder of the British publishing house Canelo (established 2015) and publishing guru Michael Bhaskar is stepping down from the position of the publishing house director, remaining only on the Supervisory Board of Canelo, due to his interest in the possibilities of AI. In the fall of 2023, Michael Bhaskar together with businessman Mustafa Suleyman, had already published the book *The Coming Wave: Technology, Power, and the Twenty-first Century's Greatest Dilemma* (Bhaskar & Suleyman, 2023), which immediately became a bestseller.

According to Kantar Ukraine research (Kantar, 2023), Ukrainians (76% of respondents) have a good understanding of the AI capabilities, and the most desirable areas of its use are production (54%) and the fight against corruption (51%). In December 2023, the National Agency on Corruption Prevention (NACP) announced that it will check tax returns with the help of AI (Khandusenko, 2023). Creative industries, to which we naturally include the book publishing industry, are among the top 4 spheres in which respondents most often notice the use of AI (Kantar, 2023).

A journalist Casey Newton, who writes systematically about the implementation of AI in the information field, collected a few AI-based innovations offered to users by Google (Newton, 2023). Some of them will be useful to publishers.

Dan Shipper proposed 10 ideas based on the use of AI for e-book improvement (Shipper, 2023).

Meta announced an AI Sandbox app for advertisers to "help them create alt copy, generate backgrounds with text prompts, and crop images" (Mehta, 2023) for social media posts. This application can be useful for publishers at the stage of publication promotion.

Thomas Rabe, a CEO of Bertelsmann, which owns the world's largest publisher Penguin Random House, said that AI is "an opportunity for the creative industries" and, "despite copyright issues, machine-generated content can be 'very positive'" (Rabe, 2023).

The purpose of the study is to assess the potential of artificial intelligence (AI) to reengineer book publishing by examining its transformative impact in the publishing industry as well as associated barriers and recommendations.

The objectives of the study:

ISSN 2386-7876 – © 2024 Communication & Society, 37(3), 255-271

O1. to analyse and summarize scientific work by topic,
O2. to conduct a survey of Ukrainian experts aimed at obtaining data on the use of AI in the organization of business processes of Ukrainian publishing houses now and in the future,
O3. to conduct a content analysis of publications highlighting the experience and problems of reengineering Western media organizations based on AI,
O4. to analyse and systematize program documents of publishing organizations related to the implementation of AI in business processes as well as to study relevant recommendations,
O5. to summarize the collected data and identify the key factors that facilitate or hinder the successful reengineering of book publishers based on AI.

1.2. *Literature review*

The topic of AI in academic circles is currently highly relevant. According to the Goethe-Institut, Springer Science+Business Media alone has published more than 200 publications in German and more than 3,500 in English on this topic (Iansiti & Lakhani, 2020).

The basic theoretical foundations of the research were:

- the theory of technological determinism –works on AI as a determinant of editorial processes in the media (Bob Pellerin [8], David E. Sweenor [13], Paul R. Daugherty and H. James Wilson [34], Stuart Russell and Peter Norvig [36-37] etc.);
- theories of organizations and diffusion of innovations –works on AI as a factor of fundamental changes in the structure and culture of organizations (David E. Sweenor [13], Diana Sterlin [14], Michael Bhaskar and Mustafa Suleyman [33], Kai-Fu Li [22, 47], etc.).
- the theory of the information society –works on AI as a factor in the development of society and the audience (Christopher Collins, Denis Dennehy, Kieran Conboy, Patrich Mikalef [10], Marcus de Seitois [49], etc.).

The selection of scientific sources was carried out from the databases Scopus, Web of Science, ResearchGate, SpringerLink, Google Scholar focusing on keywords ("artificial intelligence," "application of AI in publishing," "reengineering," "business processes of publishing houses," "use AI in business processes," "use of AI in book publishing," etc.), as well as annotations to publications.

In addition to scientific works, popular science and media critical sources were used, which broadcast the opinion of authoritative expert publishers who work with AI.

AI research is only gaining momentum, as the technology itself becomes pervasive. The are many works published in this field (Lee, 2018; Iansiti & Lakhani, 2020; Daugherty & Wilson, 2018; Russell, 2021; Russell & Norvig, 2021).

When it comes to the use of AI to manage the business processes of organisations, they primarily mean such segments as:

1) *Modelling process:* based on data analysis, AI identifies regularities and dependencies, integrating them into a simulation model, based on which various process scenarios are worked out. It enables an organisation or company to calculate key KPIs and problem areas as well as to choose optimal solution options (GBTEC, 2023) (it can be used to develop business strategies of publishing houses).
2) *Mining process:* AI provides process analysis, detecting deviations from set parameters, unusual actions, errors, etc. in real time, directly during the duration of the process, which enables companies to identify and solve potential problems (GBTEC, 2023).
3) *Automation of processes*, which helps to use human resources more efficiently (GBTEC, 2023) (it can be used for automatic processing of orders and pre-orders of books as well as shipping of orders).

ISSN 2386-7876 – © 2024 Communication & Society, 37(3), 255-271

4) *Balanced and reasoned decision making*: "AI can support complex decision-making processes by providing extensive information, simulating alternative scenarios, or suggesting optimal decisions. It processes structured and unstructured data from internal and external sources, extracting all the necessary information to identify patterns relevant to the decision-making process" (GBTEC, 2023). The same feature is emphasized by another author (Lee, 2020, p. 147). Yet, Lee talks more about those business segments, where a huge amount of structured data (insurance, lending, medicine), necessary for the correct operation of deep learning algorithms, has already been accumulated, we see the potential for using AI in the book publishing industry.
5) *Predictive analytics:* enables companies to respond to changes flexibly and quickly in the market demand and adjust their own actions (GBTEC, 2023) (fit can be used for pricing strategies, forecasting sales volumes and optimal inventory levels, managing logistics, identifying dissatisfied customers and forming anti-crisis measures, etc.).

In general, the use of AI in business process management provides increased productivity, objectivity, quality, real-time decision-making, advanced data analysis, and effective risk management.

A successful example of using AI to reengineer business processes was shared by American researcher and teacher Ethan Mollick, who works with the software startup Wharton Interactive (transforming education through AI-based simulations). He named business processes that are essentially delegated to AI (Mollick, 2023):

1) customer support team uses AI for operational documentation (internal and external);
2) the CTO taught the AI to create scripts in a special programming language and now the AI is using it "to add placeholder graphics, to code, to ideate, to translate emails for international support, to help update our HTML in our websites, to write marketing material, to help break down complex documentation into simple steps, and much more" (Mollick, 2023). The researcher also offers important recommendations for changing the business processes of organisations based on the use of AI.

The author also emphasizes that there is no universal advisor on the use of AI for reengineering organisations, therefore, each organisation must deal with it independently.

1) The teams should make their own decisions considering that AI works more like a human not just software (Mollick, 2023).
2) It is necessary to create guidelines (codes) on ethics in the use of AI, which should become a part of the corporate culture.
3) It's necessary to focus on future versions of AI, not on current ones (to keep up with the development of AI).
4) It is advised to resort to short-term experiments, the results of which can already be implemented in the work of the organisation (Mollick, 2023).

Among the successful Ukrainian cases of using AI in business processes, the experience of Ajax Systems, a security systems development company, is worth mentioning. In July 2023, at the closed "Ukrainian Marketing Forum," the marketing director of the company Valentyn Hrytsenko reported that the use of AI for translations reduced the company's costs by three times (Horbik, 2023). And in the fall, during the annual Special Event, at which the company presents its own novelties, the use of AI to translate presentations, documents, and articles saved more than $100,000, which is a 30-40% reduction in costs compared to 2022. "The event was localized in 24 languages and broadcast in 169 countries of the world where the company is present. The dubbing of Ukrainian, Russian, and Italian was done by the team. English, French, Spanish, German, and Portuguese were read by artificial intelligence. For the other 16 languages, AI made subtitles" (Kuzmenko, 2023). We can talk about at least two of the key performance indicators that reengineering provides –efficiency and cost reduction. And since only on the first day (October 20, 2023) the online broadcast of the event gathered 35,000 views

ISSN 2386-7876 – © 2024 Communication & Society, 37(3), 255-271

(Kuzmenko, 2023), consumers were obviously satisfied with both the quality of the content and the level of service.

Kwizbot, a Ukrainian communication platform with Generative AI for enterprise and medium-sized businesses, helps Ukrainian and international companies not to lose customers (level of service) and decrease expenses. Sales become faster because 50-70% of the same type of customer inquiries are handled by AI (Kuzmenko, 2023).

In general, as of the beginning of 2024, according to Clutch research, there are 206 AI companies operating in Ukraine. The Top 10 AI Companies in Ukraine include Linkup Studio, INOXOFT, Zfort Group, ServReality, DATAFOREST, DataRoot Labs, Yalantis, S-PRO, Edvantis, and Binary Studio (Clutch, 2024).

There is a range of studies, dedicated to the use of AI in business (Pellerin, 2023; Sweenor, 2022; Sterling, 2023; Yao, Zhou & Jia, 2018; Akerkar, 2019), but the studies, which are focused on the business processes management in the publishing industry, are still lacking. In this context, a comprehensive analysis of the use of AI in the publishing industry is considered important (Saikaly, 2023), though not only book publishing is in focus. Author analysis mass media as well such as The Associated Press, *The New York Times*, HarperCollins, Amazon's Kindle platform, or even Netflix. The researcher names the following benefits:

1) Enhanced Content Creation (speed of content production);
2) Improved Editorial Processes (editing and correction);
3) Personalized Content Recommendations (a powerful tool for enhancing reader engagement, increasing content consumption, and fostering long-term loyalty);
4) Efficient Market Research (AI can pinpoint topics, genres, or themes that are gaining traction; AI also helps publishers gain a deeper understanding of their readers);
5) Streamlined Translation and Localization (the European Union at the global level, Ajax Systems at Ukrainian);
6) Enhanced Accessibility (text-to-speech helps people consume the content especially if they have disabilities);
7) Predictive Analytics (market trends and demands on particular genres) (Saikaly, 2023).

The disadvantages are:

1) Quality vs. Quantity (quality involves factual accuracy, coherence, engagement and creativity as well as originality of content);
2) Ethical and Legal Concerns (copyright, attribution, and responsibility for content);
3) Privacy and Data Security;
4) Dependence on Technology (providing a diverse literary landscape);
5) Bias in AI Algorithms (the AI was trained on texts containing racial or gender biases and cultural stereotypes, and this bias may persist in the AI algorithms) (Saikaly, 2023).

The analyst sees the main task of the industry as maintaining a balance between the capabilities of technology and the unique ideas and content that people can create.

Analyst and writer Thad McIlroy also emphasizes that all functions in book publishing can be completed by AI (McIlroy, 2023), and at the same time it should be considered where exactly a person is able to create that additional value that should be overpaid. This correlates with the understanding of creativity as the only segment in which man dominates (du Sautoy, 2023, p. 8) and people's ability to share love that will help them find themselves in the AI era (Lee, 2020, p. 18). Thad McIlroy highlights such aspects:

1) the quality of the final product;
2) AI capability of carrying out the primary selection of manuscripts;
3) automation of book production processes;
4) dissemination and advertising;
5) marketing and discoveries (new opportunities);
6) publication of educational literature (after all, the very approaches to education are changing);

ISSN 2386-7876 – © 2024 Communication & Society, 37(3), 255-271

7) the development of the entertainment industry (it is a distraction, but AI can compete with this industry, as it can create books with augmented reality and audiobooks that are able to return the attention of consumers) (McIlroy, 2023).

Thad McIlroy calls to focus on the opportunities AI creates for book publishing, as opposed to the hypothetical dangers. In our opinion, this is important since the progress of AI in all industries is inevitable.

2. Methodology

At the first stage of the study (August-September 2023, supplemented at the beginning of January 2024), a literature review was performed, and the actual research was conceptualized.

The basic theoretical foundations of the research were:

- the theory of technological determinism –works on AI as a determinant of editorial processes in the media (Pellerin, 2023; Sweenor, 2022; Daugherty & Wilson, 2018; Russell & Norvig, 2021);
- theories of organizations and diffusion of innovations –works on AI as a factor of fundamental changes in the structure and culture of organizations (Sweenor, 2022; Sterlin, 2023; Bhaskar & Suleyman, 2023; Li, 2018, 2020).
- the theory of the information society –works on AI as a factor in the development of society and the audience (Collins *et al.*, 2021; du Sautoy, 2023).

The selection of scientific sources was carried out from the databases Scopus, Web of Science, ResearchGate, SpringerLink, and Google Scholar focusing on keywords ("artificial intelligence," "application of AI in publishing," "reengineering," "business processes of publishing houses," "use of AI in business processes," "use of AI in book publishing," etc.) as well as from annotations to publications.

In addition to scientific works, popular science and media critical sources were used, which broadcast the opinion of authoritative expert publishers who work with AI.

At the initial stage of the research, a secondary analysis of research data related to the topic was also carried out. This includes a holistic review of fifteen years (2005-2020) of AI research by Christopher Collins *et al.* (2023). The authors reviewed 1,877 publications, 98 of which were identified as major publications. Development of AI was analysed by Katja Grace *et al.* in 2016 (Grace *et al.*, 2018), in 2022 (Grace *et al.*, 2022) and in 2023 (Grace *et al.*, 2024), which became the most grounded, because researchers interviewed 2,778 respondents who are the authors of published AI research. One of the predicted estimates is how quickly AI will be able to replace humans in all tasks and business processes. In 2022, the forecasts referred to 2060, and in 2023 it was already 2047 (Grace *et al.*, 2024).

The following criteria were used to select theoretical sources: relevance (most of the selected sources date back to 2021-2024); authority (articles from peer-reviewed journals, books by well-known authors, official websites of organizations), thematic relevance and problematic diversity (practical, legal, ethical, and other aspects). The list includes sources from different countries and languages, which makes it possible to get a broader picture of the transformation of book publishing and different points of view.

The collected data were subject to comparison and systematization. It was found that the available sources point to fundamental changes in the creative industries caused by the introduction of AI. However, despite all the diversity of data and opinions, the topic of reengineering of book publishing houses is touched on too casually and scattered.

As a result of processing the source base, a research hypothesis was formulated: the introduction of artificial intelligence (AI) leads to deep re-engineering of book publishing houses, which is caused by new technological approaches in the organization of business processes and the development of relevant professional competencies.

This hypothesis needs empirical research to confirm or disprove it by specifying opportunities, challenges, and recommendations. At the same time, to get a more comprehensive

ISSN 2386-7876 – © 2024 Communication & Society, 37(3), 255-271

understanding of the problem and find a wider range of potential solutions, it is worth considering the experience of different origins (in particular, Ukrainian and Western markets).

To test this hypothesis in the second stage (September-November 2023), empirical research was carried out:

- non-standardized interviews with Ukrainian experts,
- qualitative content analysis of publications highlighting the opinion of Western experts,
- analysis of documents of publishing organizations that develop standards aimed at regulating production, legal, ethical, and other aspects of AI technology.

Seven non-standardized expert interviews were conducted. The topics of the interviews were: trends, editorial approaches, accumulated experience, forecasts regarding the use of AI in book production. Among the experts:

- Viktor Kruhlov, a publisher, a CEO of the publishing house Ranok, a representative of EEPG in Ukraine, a board member of Ukrainian publishers and booksalers association.
- Yuliia Orlova, a CEO of the publishing house Vivat;
- Anton Sukhomlin, a video production worker of the publishing house Ranok;
- Artem Bastion, a head of the IT department of the publishing house Ranok;
- Anton Martynov, a founder of the publishing house Laboratoriia;
- Anna Yabluchna, an editor-in-chief of the Ukrainian version of Ukraïner;
- Oleksandra Klymenko, a marketologist of the publishing house Portal"

The expert interviews are exploratory; the results are qualitative in nature and require further research.

To identify the provisions on the implementation of AI in business processes of book publishers, we analysed the documents of the following organisations related to book publishing: the British Association of Authors, the Trade Association of the German Publishing Industry, the STM Association, the Federation of European Publishers, as well as the joint manifesto, which united 26 signatories representing the media publishing industry, including the European Publishers Council, Association of Learned & Professional Society Publishers, The Japan Newspaper Publishers & Editors Association, AMI-Colombian News Media Association, Czech Publishers' Association, and others.

Foreign experience was studied on 14 websites using content analysis of publications that highlight the experience of reengineering publishing houses based on AI: www.oneusefulthing.org (resources by Ethan Mollick), www.theverge.com, www.platformer.news, www.techcrunch. com, www.publishersweekly.com, www.every.to, www.press.jhu.edu, www.paperlit.com, www.fadel.com, www.rynek-ksiazki.pl, www.startupcity.hamburg, www.wagner1972.com, www.buchreport.de, dev.ue. Based on the tags "artificial intelligence," "use of AI in business processes," "use of AI in book publishing," 32 materials were selected by webscriping, which highlight the opinion of Western experts:

- Thomas Rabe, CEO of the Bertelsmann concern,
- Tony Saikali, Product Management Group Leader for IPM Suite Publishing Edition at FADEL,
- Dan Shipper, CEO and co-founder of Every Newsletter,
- Thad McIlroy, president of The Future of Publishing,
- Casey Newton, technology journalist, founder and author of the Platformer newsletter,
- Peter Kraus von Kleff, commercial director of the Rowohlt publishing house and others.

In the future, within the framework of a qualitative analysis of patterns and trends in the content of these publications.

To identify the provisions regarding the implementation of AI in the business processes of book publishers, an analysis of 5 position documents, manifestos, and practical recommendations of three global and two national organizations related to media production was carried out:

- STM Association – *Generate AI in Scholarly Communications: Ethical and Practical Guidelines for the Use of Generative AI in the Publication Process* (2023),
- WAN-IFRA – *Global Principles of Artificial Intelligence* (2023),
- Federation of European Publishers – FEP position paper on Artificial Intelligence (AI) (2023),
- British Association of Authors – *Artificial Intelligence: Practical Steps for Participants* (2023),
- Trade association of the German publishing industry (Börsenverein des Deutschen Buchhandels) – *Artificial intelligence: Clear rules for AI – now* (2023).

The results of document analysis are summarized and presented in a table.

From December 2023 to early January 2024, we analysed and interpreted all obtained results and made conclusions.

3. Reengineering of business processes in book publishing industry

Book publishing houses use AI to implement and automate many tasks. Johns Hopkins University Press Executive Director Barbara Kline Pope believes that "AI has the potential to revolutionize all aspects of publishing, from content creation to marketing to production to data analytics and more" (Lykke, 2023). We highlighted 8 business processes.

3.1. *Development of business strategies and plans*

Book publishing managers use AI to identify market trends, search for ideas (identify promising or trending topics), check the viability of an idea, plan a publishing portfolio (title planning), analyze titles for a likely bestseller, plan the work of the publishing house, etc. At the same time, they rely on the history of completed projects, sales reporting, comparing the disposition of publications, profiling target groups, data on customer behaviour, and expected demand: *An analysis of readers* wants using AI could detect budding interest in a theme (ecological fantasy, for example) far enough in advance to allow authors or editors to create works on that subject" (Lebrun & Audet, 2020). This makes it possible to identify problem areas and trends, segment audiences and satisfy their needs. In addition, this organisation of processes saves time.

The commercial director of the German Rowohlt publishing house Peter Kraus von Kleff highlighted the possible ways of using artificial intelligence in the life cycle of a book: title planning, material management, data management, inventory management, regional sales distribution, sales forecasts, marketing, accounting, discovery of new topics and authors.

An interesting experience of practical implementation was *The Lighthouse*, the project from the Penguin Random House publishing group, which forms access to market data, evaluates it and generates conclusions. The Booxby company offers a program for analysing the publication's potential to determine the optimal marketing strategy. The QualiFiction team's Lisa software can help publishers predict a work's potential bestseller or success based on patterns (analysing readers' behaviour and sentence structure) as well as economic success according to readership potential. For authors, it shows the potential, strengths, and weaknesses of the work, and provides recommendations for improvement. The startup QualiFiction (founded by Geza Schöning and Dr. Ralf Winkler) is one of the three most innovative startups in the book industry in Germany, along with Electric Elephant Publishing and Snipsl (Startup City Hamburg, 2023). QualiFiction includes the publishing house Kirschbuch Verlag, which "publishes novels whose quality and chances of success have been checked by artificial intelligence" (Startup City Hamburg, 2023). Kirschbuch Verlag is considered the first

ISSN 2386-7876 – © 2024 Communication & Society, 37(3), 255-271

publishing house in the world to select manuscripts for publication with the help of AI (Rynek książki, 2021) and successfully publish them (Cherry Book Publishing, 2023).

The German company Pondus offers the integration of AI (ChatGPT) into the software, which allows you to optimize the criteria for determining the circulation of the publication, improve market forecasting (sales trends, market expectations) and readers' activity. The Pondus Radar product is an example of generating effective business intelligence that helps improve planning, apply forecasting using metadata and sales figures, and reduce expenses. Insights and optimization of the decision-making process based on AI data help lower costs and ensure economic and environmental success of the publishing business. AI helps formulate working hypotheses based on a large array of data. The company's clients include publishing houses Herder, Baedeker, BertelsmannStiftung, Bonnier, Holtzbrinck, Droemer Knaur, HarperCollins, Klett, Klett-Cotta, etc.

HarperCollins Publishers LLC uses the potential of predictive analytics based on AI to identify market trends and the popularity of certain genres, which allows you to satisfy readers' tastes and adapt marketing strategies, optimizing the use of resources to achieve the greatest success (Saikaly, 2023).

Publishers are convinced that AI can be useful at various stages of book planning and its life cycle as it helps to find and profile the target audience based on the genre of the book and its subject. "Once a book is on the market, AI can help us determine how long the title will last, plan the size and timing of reprints, or help us decide when it makes most sense to switch from traditional print runs to print on demand" (Lemster, 2021).

Work with readers' associations is gradually becoming another promising predictive direction. "AI is used to find correlations and can therefore be useful for identifying important associations: for example, that the majority of readers of a certain crime writer are also passionate about historical biographies, which could inspire the writing of a crime novel with a historical figure as its hero or heroine" (Lebrun & Audet, 2020).

The Readers Project attempts to investigate reading methods, identify and analyse alternative ones with the aim of using the information obtained to create new texts.

3.2. *Development of digital spaces in publishing houses*

Artem Bastion creates a CRM system for the publishing house "Ranok" with the help of AI because the ready product is expensive. This system will simplify team and project (kanban boards) management, sending newsletters, etc.

Artem Bastion says, "How was it before? If I don't know how to do something, I start with Google. It took a lot of time. Now, if I ask ChatGPT a direct question, it will give me a specific, addressing my needs code which I can integrate into my work. It takes much less time." This is the function which is mentioned by Ethan Mollick (Mollick, 2023).

The company Bookwire, as a distributor of software for publishers, integrated ChatGPT into OS Bookwire. In the beta version, the main emphasis is marketing activities testing with the help of AI (automated announcements, publications in social networks).

3.3. *Emerging of new professions*

There are many new skills that the publishing team needs to master. An artificial intelligence consultant can help master the specifics of the work as well as accompany its implementation at various levels of the publishing house.

In international practice, there are precedents when editorial offices are seeking a specialist with new competencies. The Ippen Digital team is looking for an AI prompt (or input prompt) editor. One of the main points is to check if the order of the words in the question are correct as well as the context. For AI, the quality of the search query is of utmost importance –the quality of the prompts directly depends on the quality of the generated one.

ISSN 2386-7876 – © 2024 Communication & Society, 37(3), 255-271

A lawyer, specializing in AI, is an extremely important specialist for publishing business, especially during the transition period, when there is no clear legal regulation and at the same time there are numerous precedents of lawsuits regarding the improper use of AI.

3.4. *Discussions and their summaries*

Work processes in the publishing house include numerous meetings and brainstorming sessions. Based on the results, the summaries are prepared.

AI automates the organisation of such events. With its help, it is possible to plan a discussion, to analyse the data collected during the discussion (ideas, suggestions, feedback), structure and analyse the results, generate solutions, and develop tasks for the participants.

Anton Sukhomlin shared the instrument which he uses to create the summary of the meeting, "Video Highlight –you upload a video and make a link. It creates the contents of the meeting with the timing. It's not perfect but understandable." Zoom also has this feature. A CEO of the publishing house Ranok also mentions the automatic creation of the summary.

3.5. *Received manuscripts check*

AI can be used to automate processing of authors' manuscripts that are submitted to the publishing house for preliminary consideration and require the use of a significant number of resources. "The lack of digitization currently means that up to 98% of incoming manuscripts are rejected without being read. AI can prove helpful in two ways: (1) it draws information from the manuscripts regardless of whether they are accepted or borrowed; (2) it offers a kind of navigation aid for processing and decision-making by supporting human choices through machine evaluation" (Al-Nemri & Lemster, 2022).

The German publishing house Carlsen, in cooperation with the company Scriptbakery, developed the software Scriptbakery AI and the intellectual analysis tool ALINEA®. Thanks to this software, the editors got an opportunity to manage metadata, digitize the acceptance of authors' manuscripts, and establish a text analysis system based on the criteria of compliance with editorial requirements, readability, and comprehensibility. "A new software, LiSA (Literature Screening and Analysis), from Hamburg-based QualiFiction, offers analysis of fiction manuscripts based on theme, sentiment, and style, and even determines whether the texts are more lighthearted or somber, complex or simply written" (Bischoff, 2021).

The Polish firm Literacka Technologie has developed BookScout.ai software, which analyses the content of submitted manuscripts, helping to select the best as well as "not to miss bestsellers," saving publishers time and money. The publisher receives a report containing the following information: (1) compliance of the manuscript with the publishing house's profile; (2) sales potential; (3) defined target audience of the future book, which helps to plan marketing and promotion activities; (4) the generated abstract of the book; (5) defined literary genre and topic of the manuscript; (6) a brief description of the plot, characters, and features of the setting; (7) analysis of emotions that the text can evoke in readers; (8) dynamism, excitement, and tempo of history (Rynek książki, 2021).

StoryFit's AI platform assists in determining the potential and value of text, modelling audience's response and defining ways to reach potential target audiences.

3.6. *Finding plagiarism*

The uniqueness of the texts is an important factor in the authority of the publishing house, a trust factor when it comes to a source of information. Special software (OpenAI Text Classifier, GPT-2 Output Detector, Copyleaks AI Content Detector, GPTRadar, Winston AI, CopyScape, Content at Scale, Plagibot, Writer AI Content Detector, etc.) or browser extensions (Chrome GPTrue or False, Giant Language Model Test Room) help ensure that editors detect paraphrased or copied content.

ISSN 2386-7876 – © 2024 Communication & Society, 37(3), 255-271

3.7. *Preparation of creative, advertising, and presentation materials*

It is about both product promotion (the book itself) and materials for presenting publishing projects –internal communication in the team and external interaction with other organisations i.e. materials for obtaining grants.

Anton Sukhomlin says: "We bought videos for the students in English. We translated them into Ukrainian and publish them on the website. Not to write the description of this video manually (because it is time-consuming), we use AI. I insert a call to action in the video –the AI looks at it and writes the main points." Viktor Kruhlov adds that Ranok uses automatic subtitling of materials and creates visual content with the help of AI specifically for the promotion of publications. The publishing house Laboratoriia is engaged in the preparation of promotions materials with the help of AI. In the design of the cover of the Ukrainian edition of *The Creativity Code* by Marcus du Sautoy (du Sautoy, 2023), a fragment of Mykola Zhuravel's work *The Rider* was used (2020).

To promote the publication, an extract from the book was placed in the blog on the website of the ArtHuss publishing house. The illustration for publication was created by ArtHuss designer Oleksandra Doroshenko using the Durer.ai tool. "Alexandra clarified the wording of the request in English several times, the request was approximately as follows: 'A painting of Saint George, man riding a horse from the right to the left and killing a serpent with a spear, Bible plot. Detailed abstract background'" (Zhukovska & Turchyn, 2023). In the end, AI offered its version of the *Horseman*, entirely in the style of Mykola Zhuravel, even though the horse had a pair of extra legs, and St. Yurii himself was in a woman's saddle. This brings us to the problem of algorithmic hallucinations (du Sautoy, 2023, pp. 83-86). Oleksandra Klymenko noted that the Portal VD used AI to create presentation materials: "It was a presentation of one of the Portal projects that we were preparing for a grant. It was necessary to quickly agree with all team members, so we used AI Gamma app. We were 50-50 satisfied."

As we can see, this case is all about doing the tasks faster. And speed (efficiency), savings or redirection of funds (expenses) and advantage over competitors are the first arguments used by companies (startups) that create AI software for other organisations. Anna Yabluchna noted that at Ukraïner, they have not yet set up AI-based work systematically but tried to create illustrative materials and generate clickbait titles.

3.8. *Working with numbers and databases*

Viktor Kruhlov noted that Ranok publishing house used AI to check and prepare calculations as well as experiment with data processing for sales forecasting.

One of the topic researchers also talks about the prospects of content monetization thanks to AI, naming the following main ways: (1) more accurate targeting of advertising based on data obtained by AI (analysis of users' web browsing history), preferences, and previous interactions with content; (2) optimization of advertising offers in real time based on user data and advertising campaigns; (3) customization of paid content through a personalized reading experience; (4) content profitability forecast based on analysis of user engagement indicators, sales of paid content and advertising data; (5) detection of advertising fraud (Filigheddu, 2023).

The stumbling block for Ukrainian publishers before the active use of AI is the unsettled issue of copyright. Yuliia Orlova, the CEO of one of the largest Ukrainian publishing houses Vivat, claims: "We don't use AI at all because of the uncertainty regarding copyright issues."

And at the same time, another aspect emerges. Analysing the challenges faced by Google in connection with the use of AI, Casey Newton observed: "AI is moving from a scientific problem to a product design and marketing problem, and the latter are things that Google has had a lot of experience with" (Newton, 2023). This means advantages in the market because consumers are interested in ready-made products with convenient access. This is perfectly understood by the main market players, so Microsoft changed the Windows keyboard for the first time in 30 years by adding the Copilot key, "will be the entry point into the world of AI

ISSN 2386-7876 – © 2024 Communication & Society, 37(3), 255-271

on the PC" (Mehdi, 2024), which makes interaction with AI as familiar as interaction with a personal computer. Obviously, companies (startups), developing AI tools for the publishing industry, should also follow the path of high-quality product design and marketing. Then, publishers will see the benefits of AI-based reengineering so the hypothetical intractability of issues of ethics, copyright, quality, privacy, etc. will not bother them.

4. Recommendations of publishing institutions

In 2023, global and national organizations related to media production proposed rules and guidelines for the use of AI in business processes. We analysed five position papers, manifestos, and practical recommendations of the STM Association, WAN-IFRA, the Federation of European Publishers, the British Association of Authors, and the Trade Association of the German Publishing Industry (Börsenverein des Deutschen Buchhandels) (see Table 1). The documents contain the first answers to questions relevant to publishing practice:

- What are the opportunities and risks of using AI in the publishing industry?
- What ethical principles should regulate business processes in this area based on AI?
- How can publishers and authors adapt to the age of AI?

Table 1. Recommendations of publishing institutions for AI use in publishing business processes.

#	*Recommendations*	*Institution and their policies*	*Key points*
1	Distinguish between AI as a tool for reengineering business processes and generative AI as a content producer of various types, which can cause numerous abuses when trained	Börsenverein des Deutschen Buchhandels "Artificial intelligence: Clear rules for AI – now!"	Based on the indicated distinction, the Association declares its position regarding the following directions of the use of AI: 1) Distinguishing between generative AI and AI models (TDM), which use data to learn to generate new knowledge by recognizing patterns or showing trends; here the requirement refers to the transparency of data for training. 2) The requirement of transparency of the educational materials sources for both generative AI and TDM models. 3) Labelling requirements for AI-generated products. All directions are accompanied by the sanctions for violators.
2	Use AI as a super-effective tool to reengineer publishing business processes	Federation of European Publishers "FEP position paper on Artificial Intelligence (AI)"	Attention is drawn to the following: (1) changes in the balance sheet value chain as well as optimization of production and distribution processes; (2) identifying market trends, demand, forecasting, inventory management, plagiarism, copyright infringement detection, translation, editing, accessibility improvement, and metadata generation; (3) reducing the negative impact on the environment due to balanced production, which is based on real demand and adjustment of circulations; (4) increasing the visibility of relevant texts and speeding up time-consuming processes (text-to-audio conversion).
3	Focus efforts on solving the problem of	Federation of European Publishers "FEP position paper on	Inequality is emphasized, which arises from the different opportunities for publishers to access and

ISSN 2386-7876 – © 2024 Communication & Society, 37(3), 255-271

	inequality to access AI capabilities	Artificial Intelligence (AI)"	use AI in their activities, because of the lack of competent specialists.
4	Align the use and training of AI with copyright regulations	I. Federation of European Publishers) "FEP position paper on Artificial Intelligence (AI)." II. Börsenverein des Deutschen Buchhandels "Artificial intelligence: Clear rules for AI – now!" III. Preliminary final manifesto of industry representatives (26 signatures) "Global Principles on Artificial Intelligence (AI)."	I. The need for AI work to comply with copyright and intellectual property regulations. Proportionate transparency obligations for authors and publishers regarding the use of AI. Demand transparency for AI developers about the materials on which AI deep learning is deployed. II. Since the use of generative AI can lead to copyright infringement and unfair competition with human authors, accordingly, we are talking about the requirement to legalize data sets for machine learning and introduce legal grounds for concluding contracts between copyright holders and AI companies. III. The document establishes the principles of development, deployment, and regulation of AI systems and programs. It deals with issues related to intellectual property and transparency of content use (for creators, rights holders, and users).
5	Make changes to contracts for the use of completed works	The Society of Authors "Artificial intelligence: practical steps for members."	It is about banning the use of works for machine learning; prohibition of translation, editing, cover design, indexing, and production of audio recordings performed by AI; providing reliable information on whether AI was involved in the creation of the work, using fact-checking on AI-generated content.
6	Control the sale of voice reproduction rights	The Society of Authors "Artificial intelligence: practical steps for members."	Use caution and discretion in making decisions about selling the voice reproduction rights of audiobook performers to AI companies as this could put the performers out of work.
7	Considerately use cloud services	The Society of Authors "Artificial intelligence: practical steps for members."	Checking the conditions and privacy settings of the used cloud services, i.e. providing meaningful (considering all risks) consents during registration.
8	Regulate the use of AI in the process of the research results promotion	STM Association "Generative AI in Scholarly Communications: Ethical and Practical Guidelines for the Use Generative AI in the Publication Process."	The document defines the principles of using AI in the process of research results promotion at the level of publishers, authors, editors of scientific journals, reviewers, distributors, and contractors. The appendices also contain examples of the best editorial policies of scientific journals in the specified segment.
9	Develop intra-organizational principles for the use of AI	Preliminary final manifesto of industry representatives (26 signatures) Global Principles on Artificial Intelligence (AI).	When using AI, one should take care of such principles as accountability and responsibility (it is about trust in the quality and accuracy of AI-generated content of various types), quality and integrity (trust in the use of AI tools and products in general), honesty and fairness (fair competition in the market), security (reliability of AI systems), design, and sustainable development.

Source: Specialised institutions' editorial policies.

ISSN 2386-7876 – © 2024 Communication & Society, 37(3), 255-271

5. Conclusions

The use of AI in business process management provides increased productivity, objectivity, quality, real-time decision-making, advanced data analysis, and effective risk management.

The main aspects of the reengineering of business processes in book publishing houses due to the use of AI include: (1) development of business strategies and plans; (2) development of digital spaces in publishing houses; (3) emerging of new professions; (4) discussions and their summaries; (5) received manuscripts check; (6) finding plagiarism; (7) preparation of creative, advertising, and presentation materials; (8) working with numbers and databases.

These aspects help balance and optimize costs, increase the quality of production processes and the level of customer service, and the efficiency of business process implementation. The path of innovation minimises the risks, associated with the development of AI technology.

A few publishing institutions have already developed documents (which, of course, will be updated with the accumulation of new user's experience) containing recommendations for the use of AI in business processes such as: (1) to distinguish between AI as a tool for reengineering business processes and generative AI as a content producer of various types, which can cause numerous abuses when trained; (2) to use AI as a super-effective tool to reengineer publishing business processes; (3) to focus efforts on solving the problem of inequality to access AI capabilities; (4) to align the use and training of AI with copyright regulations; (5) to make changes to contracts for the use of completed works; (6) to control the sale of voice reproduction rights; (7) to considerately use cloud services; (8) to regulate the use of AI in the process of publicizing the results of scientific research; (9) to develop intra-organizational principles for the use of AI.

In general, the benefits, which AI-based reengineering will bring to publishing houses, is still a matter of discussion both in the world and in Ukraine. We observe the articulation of these advantages to a greater extent and their introduction into business processes to a lesser extent.

Ukrainian publishing houses are considering the possibilities of AI primarily for the generation of content of various types and in various formats: the creation of paper books (text, cover design, illustrations, augmented reality, etc.), electronic and audio, in particular text-to-sound technologies (this issue is discussed in our previous article), and only then it comes to the use of AI for reengineering.

In general, the benefits that AI-based reengineering will bring to publishing houses is still a matter of discussion both in the world and in Ukraine. We observe the articulation of the advantages to a greater extent and their introduction into business processes to a lesser extent. Although it should be noted that some Ukrainian publishing houses, such as Ranok, are actively integrating AI into their business processes.

One of the biggest challenges is that the technology is developing much faster than people can perceive. It is difficult for them to describe the technology and its long-term consequences. People need to adjust to the development of AI, finding resources to overcome the inequality of access to AI capabilities as well as trainings with the specialists of the industry, who will be able to work with it.

References

Akerkar, R. (2019). *Artificial intelligence for business.* Cham: Springer. https://www.doi.org/10.1007/978-3-319-97436-1_1

Al-Nemri, J. N. & Lemster, M. (2022, January 20). Control manuscripts and book projects with AI assistants. *buchreport.* Retrieved from https://www.buchreport.de/news/pp-manuskripte-und-buchprojekte-mit-ki-assistenten-steuern/

Bhaskar, M. & Suleyman, M. (2023). *The Coming Wave: Technology, Power, and the Twenty-first Century's Greatest Dilemma.* New York: Crown.

Biblioteka Analiz (2021, May 14). Sztuczna inteligencja oszczędzi czas i pieniądze wydawców. *Rynek-Kziazki.* Retrieved from https://rynek-ksiazki.pl/czasopisma/sztuczna-inteligencja-oszczedzi-czas-i-pieniadze-wydawcow/

Bischoff, M. (2021, October). AI and the book market. Machines That Write Novels? *Goethe-Institut.* Retrieved from https://www.goethe.de/ins/ca/en/kul/met/phm/22435419.html?forceDesktop=1

Bischoff, M. (2021, October). Machines That Write Novels? *ZEITGEISTS.* Retrieved from https://www.goethe.de/prj/zei/de/art/22435419.html

Cherry Book Publishing (2023). Artificial intelligence at Kirschbuch Verlag. |*W72*|. Retrieved from https://www.wagner1972.com/seventytwo/kuenstliche-intelligenz-im-kirschbuch-verlag

Chytomo (2023, December 29). Knyshkovyi 2023: Piv roku bez rosiiskykh knyzhok, z novymy knyharniamy ta v poshukakh kadriv. *Chytomo.* Retrieved from https://chytomo.com/knyzhkovyj-2023-piv-roku-bez-rosijskykh-knyzhok-z-novymy-knyharniamy-ta-v-poshukakh-kadriv/

Clutch (2024, February 12). Top Artificial Intelligence Companies in Ukraine. *Clutch.* Retrieved from https://clutch.co/ua/developers/artificial-intelligence

Collins, Ch., Dennehy, D., Conboy, K. & Mikalef, P. (2021, October). Artificial intelligence in information systems research: A systematic literature review and research agenda. *International Journal of Information Management.* Retrieved from https://www.doi.org/10.1016/j.ijinfomgt.2021.102383

Daugherty, P. R. & Wilson, H. J. (2018). *Human + Machine: Reimagining Work in the Age of AI.* Harvard Business Review Press.

Du Sautoy, M. (2023). *Kod tvorchosti. Yak shtuchnyi intelekt uchytsia pysaty, maluvaty, dumaty.* ArtHuss. (Original work published 2019).

Du Sautoy, M., trans. Zhukovska, K. & Turchyn, T. (2023). Yak vchytsia alhorytm. *ArtHuss.* Retrieved from https://www.arthuss.com.ua/books-blog/yak-navchayetsya-alhorytm-kod-tvorchosti

Federation of European Publishers (2023, June 15). *FEP position paper on Artificial Intelligence (AI)* [Position Paper]. Retrieved from https://fep-fee.eu/IMG/pdf/2023-06-15-fep_position_paper_on_artificial_intelligence-2.pdf

Feshchuk, V. & Baturevych, I. (2023, October 24). Conclusions of Frankfurt 2023: the fragility of existence and the support of threatened markets. *Chytomo.* Retrieved from https://chytomo.com/pidsumky-frankfurta-2023-krykhkist-isnuvannia-i-pidtrymka-zahrozhenykh-rynkiv/

Filigheddu, L. (2023, June 23). Artificial Intelligence for Publishing: application and advantages. *paperlit.* Retrieved from https://www.paperlit.com/blog/digital-publication/ai-for-publishing/

Friedman, J. (2023). I report on the book publishing industry and help authors understand the business. *Jane Friedman.* Retrieved from https://janefriedman.com/

GBTEC (2023, July 15). Artificial Intelligence in Business Process Management. *GBTEC.* Retrieved from https://www.gbtec.com/resources/ai-in-business-process-management/

Grace, K., Salvatier, J., Dafoe, A., Zhang, B. & Evans, O. (2018). When will ai exceed human performance? Evidence from AI experts. *Journal of Artificial Intelligence Research*. https://www.doi.org/10.48550/arXiv.1705.08807

Grace, K., Stein-Perlman, Z., Weinstein-Raun, B. & Salvatier, J. (2022, August 04). 2022 Expert Survey on Progress in AI. *AI Impacts.* Retrieved from https://wiki.aiimpacts.org/ai_timelines/predictions_of_human-level_ai_timelines/ai_timeline_surveys/2022_expert_survey_on_progress_in_ai

Grace, K., Stewart, H., Sandkühler, J. F., Thomas, St., Weinstein-Raun, B. & Brauner, J. (2024, January). Thousands of AI Authors on the Future of AI. *AI Impacts.* Retrieved from https://aiimpacts.org/wp-content/uploads/2023/04/Thousands_of_AI_authors_on_the_future_of_AI.pdf?utm_source=substack&utm_medium=email

Horbik, V. (2023, July 11). Ajax Systems added AI services to translate its texts and tripled costs. *dev.ua.* Retrieved from https://dev.ua/news/ajax-systems-dodav-ai-servisy

Iansiti, M. & Lakhani, K. R. (2020). *Competing in the Age of AI: Strategy and Leadership When Algorithms and Networks Run the World.* Harvard Business Review Press.

James, H. (2023, July 2023). AI Changes Everything. *Project Syndicate.* Retrieved from https://www.project-syndicate.org/commentary/ai-in-war-and-work-reordering-society-by-harold-james-2023-07

Jones, A. (2023, November 14). Announcing the 2024 Writer's Yearbook. *Writer's Digest.* Retrieved from https://www.writersdigest.com/be-inspired/announcing-the-2024-writers-yearbook-special-issue

Kantar Ukraine (2023, December 07). Both beckoning and terrifying: a year of boom around AI. *KANTAR.* Retrieved from https://www.kantar.com/ua/inspiration/consumers/ai-in-ukraine

Khandusenko, N. (2023, December 22). NAZK pereviriatyme declaratsiyi za dopomohoyu shtuchnoho intelektu. Yak tse bude vidbuvatys. *dev.ua.* Retrieved from https://dev.ua/news/nazk-pereviriatyme-deklaratsii-za-dopomohoiu-shtuchnoho-intelektu-1703235936

Kuzmenko, O. (2023, December 20). "AI mozhe obrobliaty 50-70% zapytiv". Yak pratsuye ukrayinskyi komunikatsiinyi startup Kwizbot, shcho vykorystovuye heneratyvnyi AI. *dev.ua.* Retrieved from https://dev.ua/news/mini-interviu-z-rozrobnykamy-kwizbot-1703069521

Kuzmenko, O. (2023, December 22). Shtuchnyi intelekt zekonomyv Ajax Systems ponad $100 000. Yak same. *dev.ua.* Retrieved from https://dev.ua/news/shi-zekonomyv-ajax-100k-dolariv-1703233373

Lebrun, T. & Audet, R. (2020, September 18). Artificial Intelligence and the Book Industry. White Paper. *zenodo.* Retrieved from https://zenodo.org/records/4036258

Lee, K.-F. (2020). *AI. Nadderzhavy shtuchnoho intelektu. Kytai, Kremniieva dolyna i novyi svitovyi lad.* Book Chef. (Original work published 2018).

Lee, K-F. (2018). *AI Superpowers: China, Silicon Valley, and the New World Order.* New York: Harper Business.

Lemster, M. (2021, February 17). Data as a decision-making aid: Where AI can be used in publishing. *buchreport.* Retrieved from https://www.buchreport.de/news/it-daten-als-entscheidungshilfe-wo-ki-im-verlag-genutzt-werden-kann/

Lykke, K. (2023, August 03). *The Future of AI In Publishing*. Johns Hopkins University Press. Retrieved from https://www.press.jhu.edu/newsroom/future-ai-publishing

McIlroy, Th. (2023, June 02). AI Is About to Turn Book Publishing Upside-Down. *Publishers Weekly.* Retrieved from https://www.publishersweekly.com/pw/by-topic/digital/content-and-e-books/article/92471-ai-is-about-to-turn-book-publishing-upside-down.html

Mehdi, Yu. (2024, January 04). Introducing a new Copilot key to kick off the year of AI-powered Windows PCs. *Microsoft.* Retrieved from https://blogs.windows.com/windowsexperience/2024/01/04/introducing-a-new-copilot-key-to-kick-off-the-year-of-ai-powered-windows-pcs/

Mehta, I. (2023, May 12). Meta announces generative AI features for advertisers. *Tech Crunch.* Retrieved from https://techcrunch.com/2023/05/11/meta-announces-generative-ai-features-for-advertisers/

Mollick, E. (2023, November 27). Reshaping the tree: rebuilding organizations for AI. *One Useful Thing.* Retrieved from https://www.oneusefulthing.org/p/reshaping-the-tree-rebuilding-organizations

Newton, C. (2023, May 11). How Google is making up for lost time. *Platformer.* Retrieved from https://www.platformer.news/how-google-is-making-up-for-lost/

Pellerin, B. (2023). *AI Business Strategies: Leveraging Artificial Intelligence as a Competitive Advantage.* Quebec: Independently Published.

Rabe, Th. (2023, May 24). "AI is an opportunity for creative industries", says Bertelsmann boss. *Financial Times.* Retrieved from https://www.ft.com/content/1a02c92c-b5e6-454d-a303-44b7db04e306

Reuss, B. (2023). Artificial intelligence. *Börsenverein des Deutschen Buchhandels.* Retrieved from https://www.boersenverein.de/politik-positionen/kuenstliche-intelligenz/

Russell, St. & Norvig, P. (2021). *Artificial Intelligence: A Modern Approach (Pearson Series in Artifical Intelligence).* Hoboken: Pearson.

Russell, St. (2021). *Human Compatible: Artificial Intelligence and the Problem of Control.* London: Penguin Books.

Saikaly, T. (2023, October 16). The Transformative Role of Artificial Intelligence in the Publishing Industry. *FADEL.* Retrieved from https://fadel.com/whitepaper-the-transformative-role-of-artificial-intelligence-in-the-publishing-industry/

Shipper, D. (2023, June 2). Please Make a Better Kindle. *Chain of Thought.* Retrieved from https://every.to/chain-of-thought/please-make-a-better-kindle

Startup City Hamburg (2023, August 24). 3 Hamburg startups in the publishing sector. *Startup City Hamburg.* Retrieved from https://startupcity.hamburg/de/news-events/startup-news/3-hamburger-startups-aus-dem-bereich-publishing#autor

Sterling, D. (2023). *The ChatGPT Advantage: Transform Your Business with Artificial Intelligence-4 Books in 1.* Portland: Independently Published.

STM (2023). *Generative AI in Scholarly Communications. Ethical and Practical Guidelines for the Use of Generative AI in the Publication Process.* Retrieved from https://www.stm-assoc.org/wp-content/uploads/STM-GENERATIVE-AI-PAPER-2023.pdf

STM (2023). *Global Principles on Artificial Intelligence (AI).* Retrieved from https://www.stm-assoc.org/wp-content/uploads/FINAL-Global-AI-Principles-Formatted_9-5-23.pdf

Sweenor, D. E. (2022). *Artificial Intelligence: An Executive Guide to Make AI Work for Your Business.* Burlington: TinyTechMedia.

The Soa Advisory Team (2023, June 7). Artificial intelligence: practical steps for members. *The Society of Authors.* Retrieved from https://www2.societyofauthors.org./2023/06/07/artificial-intelligence-practical-steps-for-members/?_x_tr_sl=auto&_x_tr_tl=uk&_x_tr_hl=uk

Yao, M., Zhou, A. & Jia, M. (2018). *Applied Artificial Intelligence: A Handbook For Business Leaders.* New York: TOPBOTS.