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Strategic Synergy Unveiled: A Bibliomatric Odyssey into AI's Impact on Management Consulting

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ABSTRACT

Purpose: This paper examines the evolving impact of artificial intelligence (AI) on management consulting through both bibliometric and systematic review. Most of the authors have used either bibliometric or SLR in the past. It aims to provide insights into AI's influence on consulting practices, highlighting key themes such as operational efficiency, human-AI collaboration, and ethical challenges.

Design/Methodology/Approach: A bibliometric analysis of 195 scholarly publications (2010– 2024) was conducted using VOSviewer to map research trends, thematic clusters, and collaborative networks. A systematic literature review was also performed on a subset of 37 studies to extract more profound insights into AI's role in consulting.

Findings: The analysis identifies a significant increase in AI-related consulting research post 2018. Dominant themes include AI-driven decision-making, consultant client dynamics, and sustainability. Emerging trends emphasize the integration of AI into strategic decision-making and the development of frameworks for ethical AI governance.

Originality/Value: This work combines systematic review methods with bibliometric visualization to provide a new synthesis of research on AI in management consulting. It fills critical knowledge gaps by exploring AI's long-term strategic influence on consulting practices, its role in promoting sustainability, and the development of consultant competencies. Additionally, this study addresses underexplored areas such as the ethical challenges of AI integration, interdisciplinary approaches to understanding human-AI collaboration, and regional disparities in AI adoption, particularly in emerging markets. By bridging these gaps, the paper offers actionable insights for practitioners and a robust foundation for future academic inquiry.

Practical and Social Implications: The findings provide consulting professionals with actionable strategies for adopting AI responsibly, fostering innovation, and addressing ethical and societal challenges. The study underscores the need for sustainable AI practices that align with global goals.

Keywords: Artificial Intelligence, Management Consulting, Bibliomatric Analysis, Decision-Making, Ethical AI, Human-AI Collaboration, Sustainability

Paper Type: Bibliomatric & Literature Review

1. INTRODUCTION

1.1 Background

Innovative approaches to problem-solving and decision-making are made possible by artificial intelligence (AI), which has become a transformational force across industries. AI integration significantly disrupts management consulting, known for its dependence on human experience and strategic advice. Artificial Intelligence (AI) has quickly developed into a force revolutionizing many industries by promoting efficiency, creativity, and strategic decision-making. AI technologies like machine learning, natural language processing, and predictive analytics are changing conventional business models by improving complex decision-making processes and automating repetitive jobs (*Brynjolfsson & McAfee, 2017*).

This change is not unique to the management consulting industry, which has historically relied on human experience, problem-solving skills, and strategic advising positions. AI-powered tools are being used by consulting businesses more and more to evaluate large datasets, find useful insights, and offer customers customized solutions. These developments upend conventional consulting paradigms by using AI-driven efficiencies to enhance human talents (*Davenport & Kirby, 2016*).

There are many advantages of using AI in management consulting. While technology streamlines labour-intensive procedures and frees up specialists to concentrate on high-value work, predictive models help consultants anticipate market trends. For instance, AI-driven analytics increase the accuracy of strategic suggestions, while natural language processing algorithms boost client communication and engagement (*Garrido-Moreno et al., 2021*).

But there are difficulties with this change. Discussions in academia and business have been triggered by worries about data privacy, the moral application of AI, and the possible replacement of human consulting positions (*Makridakis, 2017*). These issues must be resolved as consulting businesses incorporate AI into their operations to guarantee responsible and sustainable innovation.

With an emphasis on topics including AI-enhanced decision support systems, machine learning for predictive modelling, and client relationship management, recent studies have shown a notable increase in research output pertaining to AI and consulting (*Haefner et al., 2021*). To fill in the gaps and steer future study, it is still necessary to synthesize the corpus of existing information, even with the growing scholarly interest. This synthesis is crucial for connecting theoretical developments with real-world applications and guaranteeing that AI technologies successfully handle the intricacies of contemporary corporate settings.

Artificial Intelligence (AI) integration into management consulting has become a game-changer, changing how consulting firms function and provide value to their clients. This review of the literature summarizes current research on the effects of AI in management consulting, with an emphasis on the changing role of consultants, ethical issues, and the technology's operational efficiencies.

It has been demonstrated that AI technologies greatly increase operational efficiencies in management consulting organizations. AI enables consultants to concentrate on higher-value duties like strategic decision-making and client engagement by automating repetitive work and offering data-driven insights. Gînguță et al., for example, point out that the use of AI can expedite administrative duties, boosting output and enabling consultants to better manage their time. (*Gînguță et al., 2023*). Similar to this, Mashood talks about how AI may improve decision-making and productivity in a variety of sectors, including consultancy (*Mashood, 2023*). AI's capacity to swiftly and precisely evaluate enormous volumes of data allows consultants to obtain insights that were previously impossible, improving the calibre of their suggestions (*Mashood, 2023*).

However, there are issues with employee acceptance and ethical ramifications when incorporating AI into consulting processes. According to Gînguță et al., consultants can be reluctant to use AI because of the perceived dangers and moral dilemmas associated with its use (*Gînguță et al., 2023*). According to Choi, employee resistance might result from a lack of trust in AI systems, which ultimately makes it more difficult for these technologies to be successfully adopted (*Choi, 2021*). Furthermore, the ethical considerations surrounding AI, such as data privacy and algorithmic bias, require careful navigation to ensure that AI applications do not compromise client trust or lead to unintended consequences (*Gînguță et al., 2023*).

Another crucial component of this change is the changing role of consultants in the AI era. The job of consultants is changing from providing traditional advice to facilitating AI-driven insights as AI technologies replace increasingly analytical and repetitive work. The consulting profession's skill sets must be redefined in light of this change. The use of AI in hiring procedures, according to Upadhyay and Khandelwal, is part of a larger trend in which HR operations are becoming more strategic, which reflects the need for consultants to adjust to new technological realities (*Upadhyay & Khandelwal, 2018*). Furthermore, Clifton et al. talk about how consultancies are being given more and more responsibility to help businesses navigate the challenges of using AI, establishing themselves as crucial participants in the strategic transformation of companies (*Clifton et al., 2020*).

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As a result, using AI into management consulting is both enabling and disruptive, opening the door for improved client results, new business models, and sustainable practices.

Table 1: Research Question

	Research Question	Objective	Motivation
RQ1	Which authors and journals lead the literature on AI and management consulting, and which articles are cited the most?	To analyze research trends in the intersection of AI and management consulting, identifying key areas of growth and scholarly contributions over time.	To contribute to a better understanding of the scientific leadership in AI and management consulting.
RQ2	To explore dominant themes and emerging innovations in AI applications within consulting, focusing on areas like strategic decision-making and sustainability.	To explore dominant themes and emerging innovations in AI applications within consulting, focusing on areas like strategic decision-making and sustainability.	To identify the focal areas of scientific research and practical innovation in AI-driven consulting.
RQ3	To evaluate the transformative impact of AI on traditional consulting practices, emphasizing its role in enhancing efficiency, innovation, and client outcomes.	To evaluate the transformative impact of AI on traditional consulting practices, emphasizing its role in enhancing efficiency, innovation, and client outcomes.	To provide a structured understanding of the current state of AI's integration into consulting practices.

2. Methodology

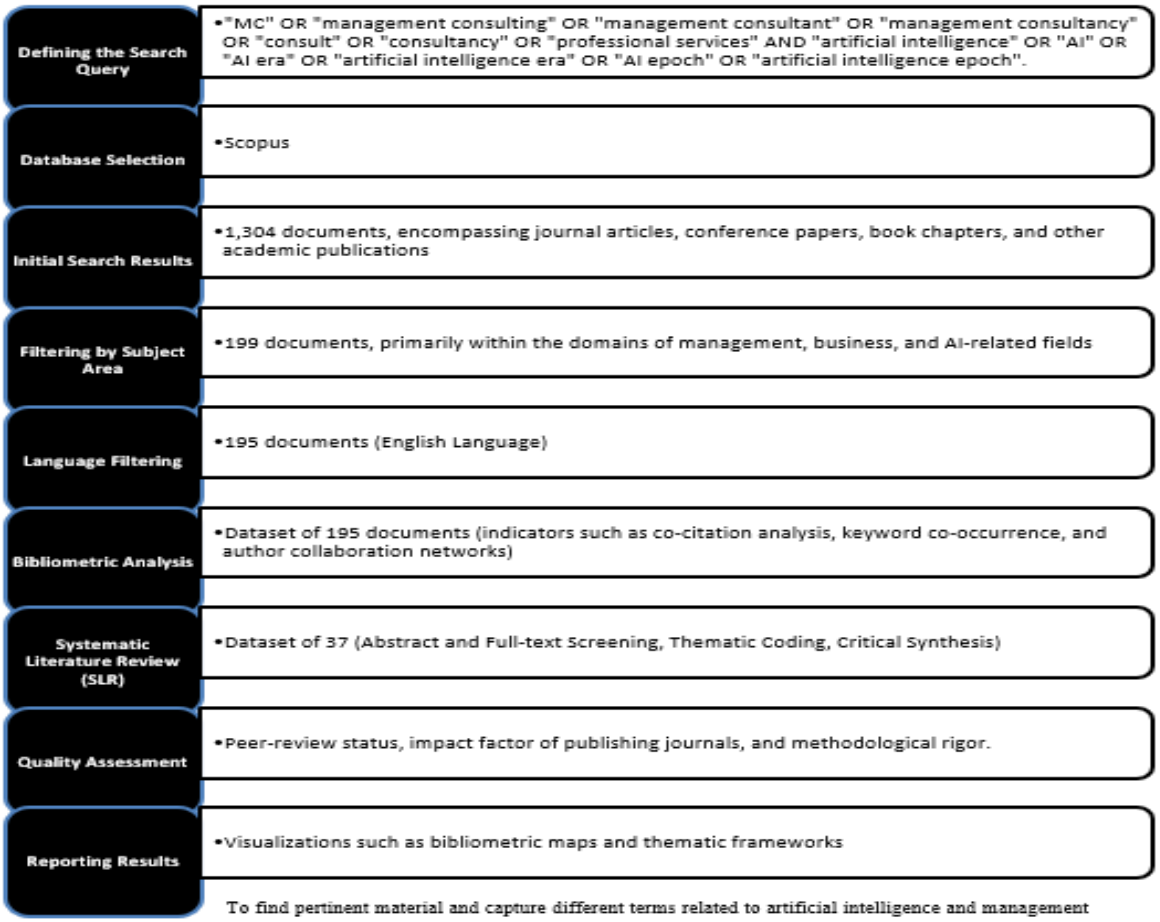

Figure 1: Methodology
Source: Self Designed

The methodology for this research paper is structured to conduct a comprehensive bibliomatric and systematic literature review (SLR) to examine the intersection of management consulting (MC) and artificial intelligence (AI). The research process involves the following steps:

Step 1: Defining the Search Query

To find pertinent material and capture different terms related to artificial intelligence and management consulting, a thorough search query was created. The following search term was used:

"MC" OR "management consulting" OR "management consultant" OR "management consultancy" OR "consult" OR "consultancy" OR "professional services" AND "artificial intelligence" OR "AI" OR "AI era" OR "artificial intelligence era" OR "AI epoch" OR "artificial intelligence epoch".

Step 2: Database Selection

Because of its extensive coverage of diverse research, Scopus, a well-known database for peer-reviewed academic literature, was used for the search.

Step 3: Initial Search Results

1,304 materials, including journal articles, conference papers, book chapters, and other scholarly publications, were found in the first search.

Step 4: Filtering by Subject Area

The results were filtered by subject area to make sure the emphasis stayed on pertinent areas. This stage reduced the number of documents to 199, mostly from the business, management, and artificial intelligence domains.

Step 5: Language Filtering

The documents were then filtered to only include those published in English in order to preserve uniformity and readability. This process produced 195 papers.

Step 6: Bibliomatric Analysis

Bibliomatric methods were used to examine the 195 documents in the improved dataset in order to find trends, citation patterns, important publications, and well-known authors in the field of study. We looked at important bibliomatric markers such author collaboration networks, co-citation analysis, and keyword co-occurrence.

Step 7: Systematic Literature Review (SLR)

To gather information about the relationship between management consulting and artificial intelligence, a thorough analysis of the filtered N = 37 documents was carried out. This included:

- Complete-text and Abstract Screening: Examine complete texts and abstracts to determine theme alignment and relevance.
- Thematic Coding: Sorting information according to themes including future trends, opportunities, problems, and AI applications in management consulting.
- Critical Synthesis: Examining the data to draw insightful conclusions and pinpoint areas in need of further study.

Step 8: Quality Assessment

The impact of publishing journals, methodological rigor, and peer-review status were among the criteria used to assess the quality of the chosen studies.

Step 9: Reporting Results

The results of the SLR and bibliomatric procedures were combined to give a thorough picture of the condition of the field's research as well as new developments. To improve interpretability, visualizations like thematic frameworks and bibliomatric maps were employed.

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3. Bibliomatric Approaches to Research

Pritchard (1969) coined the phrase "bibliomatric analysis," which is used in this study and can be used in any study that attempts to measure the textual communication process (Gokhale et al., 2020). A collection of quantitative techniques is used in bibliomatric analysis to quantify, monitor, and evaluate academic publications (Roemer & Borchardt, 2015). It lists the authors' papers, the most prestigious journals, the methods employed, and the findings (Duran Sanchez et al., 2014). Any field of study can be summarized using metadata (Milian et al., 2019). Numerous themes, journals, and countries have been analyzed using bibliomatric methods, which entail a substantial amount of bibliographic material (Blanco-Mesa et al., 2017; Martinez-Lopez et al., 2018; Mas-Tur et al., 2019) and others. Important bibliomatric analyses can be found in the scientific literature. Huang et al. (2016) conducted a retrospective bibliomatric analysis of papers pertaining to artificial intelligence and management consulting. According to the findings, two of the most widely used terms were management consulting and artificial intelligence. According to the findings, the number of papers produced in recent years has increased significantly.

Bibliomatric research methods have become well-known as crucial instruments for evaluating scientific literature. These investigations map intellectual landscapes, identify important themes, and evaluate research trends using quantitative approaches. Bibliomatric analyses provide important insights into the evolution of research fields and the interconnectedness of different disciplines by looking at citation patterns, co-authorship networks, and keyword frequency (Blei & Lafferty, 2007). This approach aids scholars and professionals in recognizing significant works, monitoring the development of new fields, and pointing out knowledge gaps. Moreover, bibliomatric studies can reveal the collaborative dynamics within academic communities and the most productive research institutions or individuals, providing a comprehensive view of the academic ecosystem. Bibliomatric techniques are essential for comprehending the research trajectory and its influence on industrial practices in developing disciplines like artificial intelligence in management.

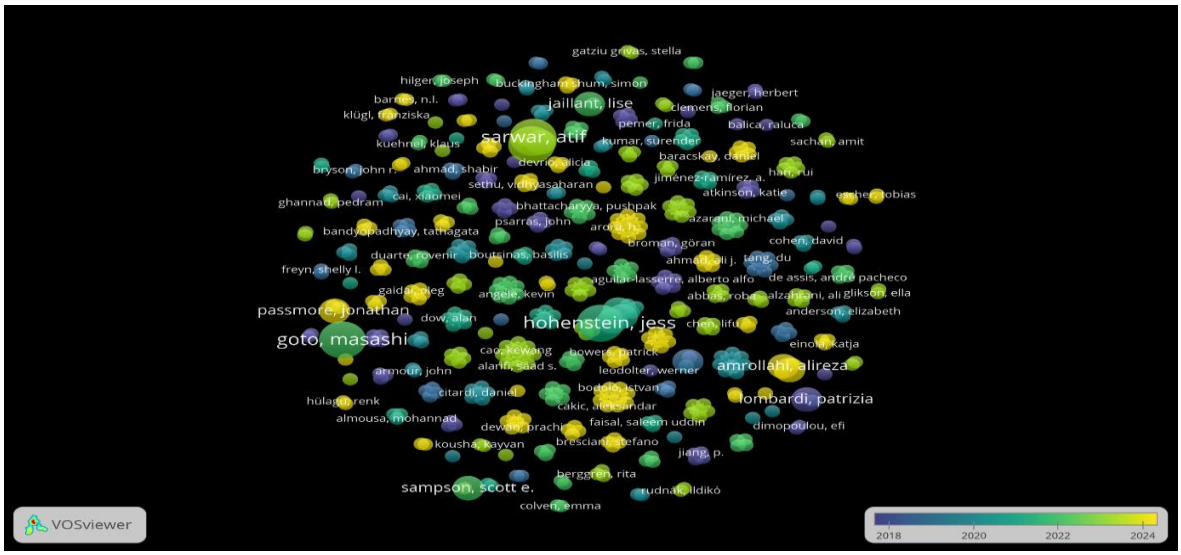


Figure 2: This map illustrates the co-authorship relationships among authors, highlighting collaboration patterns and thematic clusters within AI research from 2018 to 2024.
Source: Self Designed through VOSviewer

Using VOSviewer, this study examines a co-authorship network in AI research from 2018 to 2024. Prominent writers such as "da Costa and Renato Lopes" are highlighted in the network, along with theme clusters that illustrate the development of research: foundational studies (2018–2019, blue), important advances in machine learning (2020–2022, green), and new trends (2023–2024, yellow). Author impact is shown in node size, while the intensity of collaboration is indicated by edge thickness. Research communities are represented by distinct clusters that display themes and patterns of collaboration. While gaps in the network indicate areas for further investigation, temporal trends show how the field

has developed. This graphic provides information about the dynamics of collaboration and the advancement of AI research.

Findings: Key contributors, clusters, and temporal trends are highlighted in this co-authorship network, which highlights cooperation in AI research from 2018 to 2024. It offers information to direct further study, encourage teamwork, and facilitate contributions to the developing field of artificial intelligence.

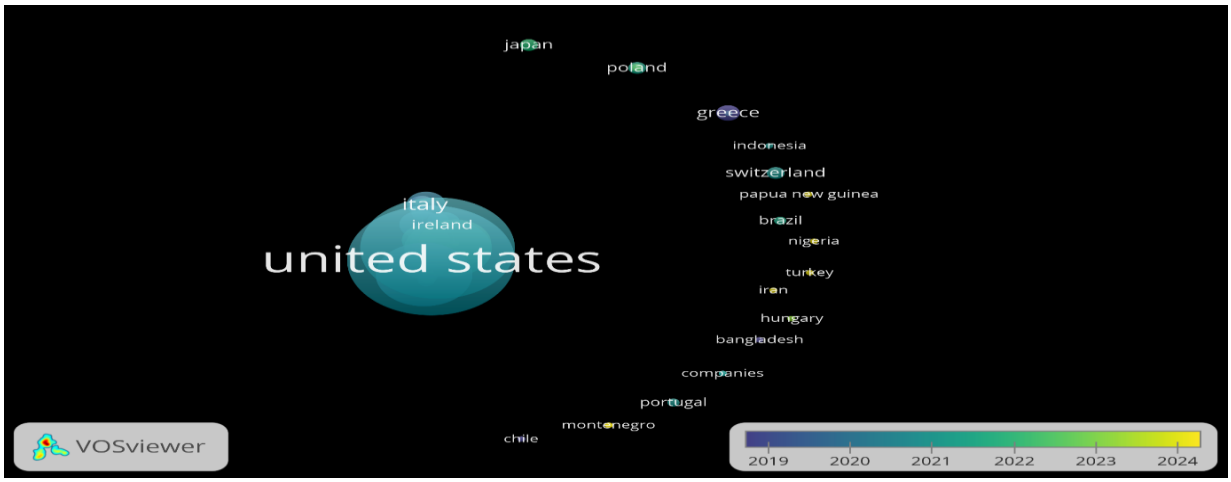


Figure 3: This map illustrates co-authorship relationships among countries, highlighting collaboration patterns, publication volumes, and temporal trends in global research from 2019 to 2024.

Source: Self Designed through VOSviewer

Using VOSviewer, this co-authorship map illustrates the cooperative links between nations in research papers. A nation is represented by each node, and the size of each node indicates the number of publications. The United States, the largest node, represents its preeminent role in international research. Temporal trends are represented by colors, where yellow denotes recent activity (2024) and blue denotes previous partnerships (2019). The degree of cooperation is shown by the nodes' proximity to one another; for example, Italy and Ireland have a close relationship with the United States.

Findings: Strong international partnerships are fostered by the United States' leadership in co-authorship volume, whereas Brazil and Turkey are showing signs of developing cooperation.

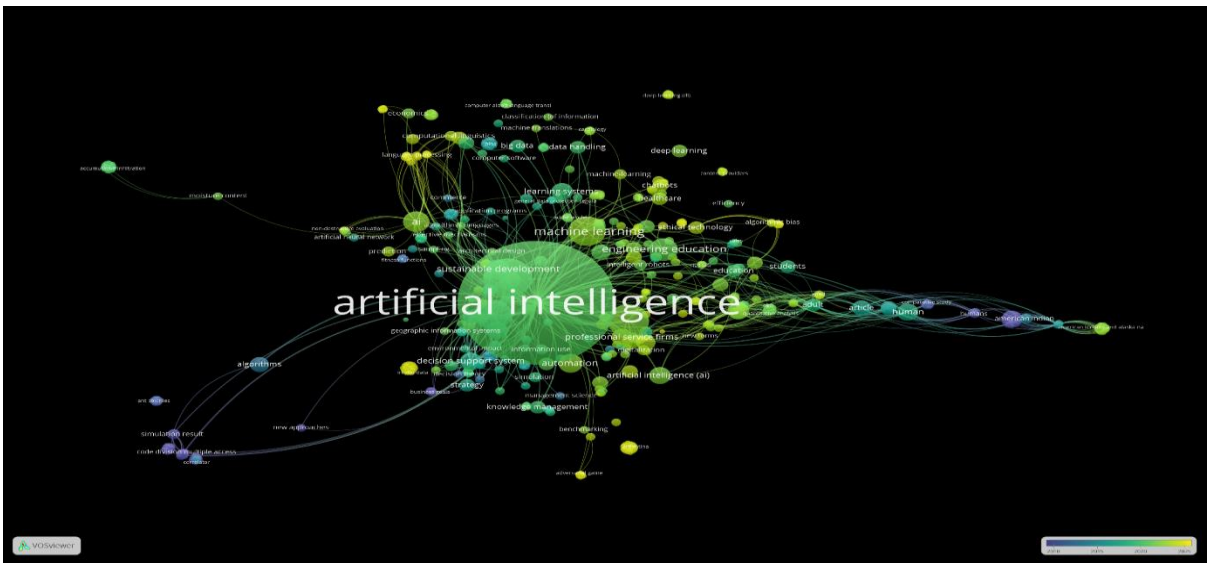
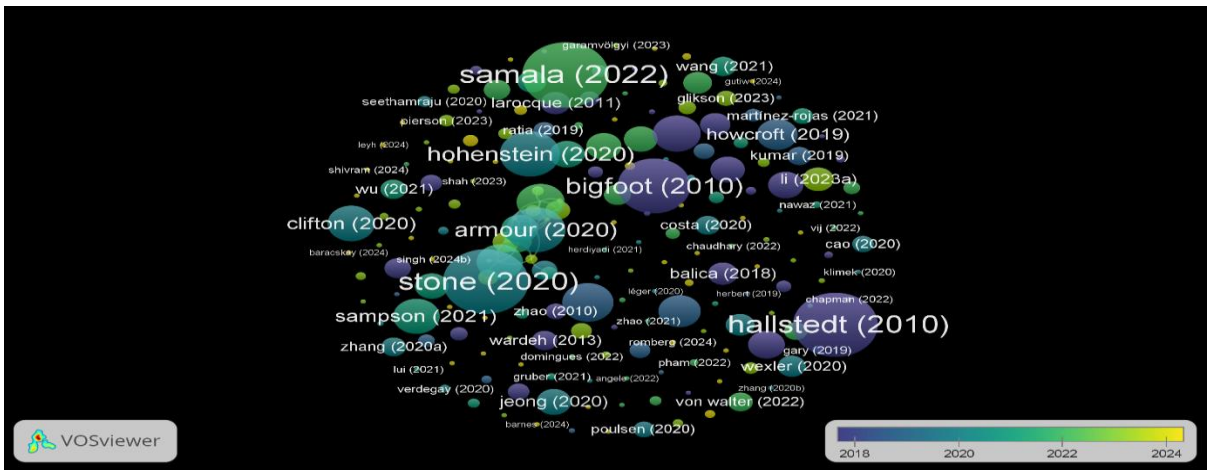


Figure 4: This map illustrates the co-occurrence of all keywords in AI research, highlighting thematic connections, research trends, and emerging topics over time.
Source: Self Designed through VOSviewer

This co-occurrence network map illustrates the connections between keywords in artificial intelligence (AI) research and was created with VOSviewer. "Artificial intelligence" is the most frequently used term, and the size of the nodes reflects the frequency of keyword usage. The edges show the links between terms, while the proximity of nodes shows how strongly they appear together. Temporal patterns may be seen in the color gradient from blue (previous years) to yellow (recent years), where new concepts like "machine learning,""automation," and "sustainable development" are becoming more well-known.

Findings: The map illustrates AI's pivotal role and links to cutting-edge disciplines including sustainability, ethics, and education, representing interdisciplinary development and potential future study areas.



VOSviewer was used to build this citation network map, which shows the connections between documents according to citation patterns. Every node stands for a document, and the size of each node indicates how many citations it has earned. Larger nodes for well-known papers, such "Hallstedt (2010)" and "Stone (2020)," show their considerable impact in the area.

Figure 5: Map illustrating the connections and relationships based on citations with documents, highlighting key sources and their influence in the field.

Source: Self Designed through VOSviewer

While the color gradient (blue to yellow) indicates the temporal dimension and highlights changes in significant research over time, the closeness of nodes indicates shared citation patterns or theme similarity.

Findings: The map highlights recent significant studies (such as "Samala (2022)") influencing current research trends and names seminal publications like "Hallstedt (2010)" as important contributions.

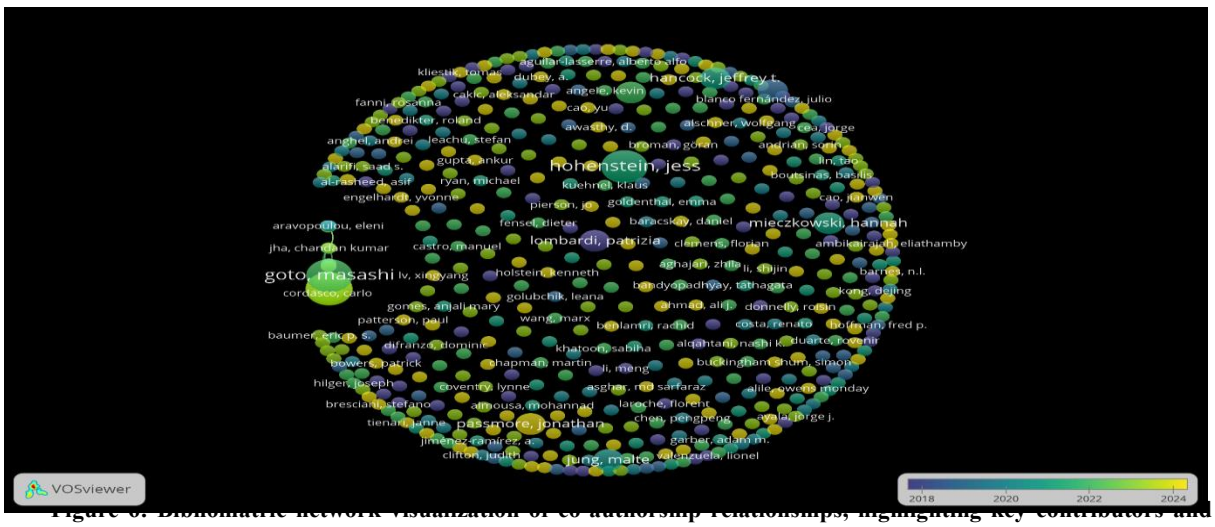


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Figure 6: Bibliometric network visualization of co-authorship relationships, highlighting key contributors and collaboration patterns over time.

Source: Self Designed through VOSviewer

picture illustrates the co-authorship ties between scholars using bibliomatric network visualization. Every node represents an author, and the size of the node indicates how many publications the person has produced. The color gradient illustrates the temporal distribution of their work by showing the average publication year, which ranges from blue (2018) to yellow (2024). Two nodes collaborate more strongly the closer they are to one another, indicating frequent co-authorship. In a given field or topic, this graphic aids in identifying important authors, collaboration patterns, and changes in research concentration over time.

Findings: "Goto, Masashi" and "Hohenstein, Jess," two well-known authors, are highlighted in the bibliomatric network, which demonstrates substantial collaboration through closely spaced nodes. The color gradient shows how research trends changed between 2018 (blue) to 2024 (yellow).

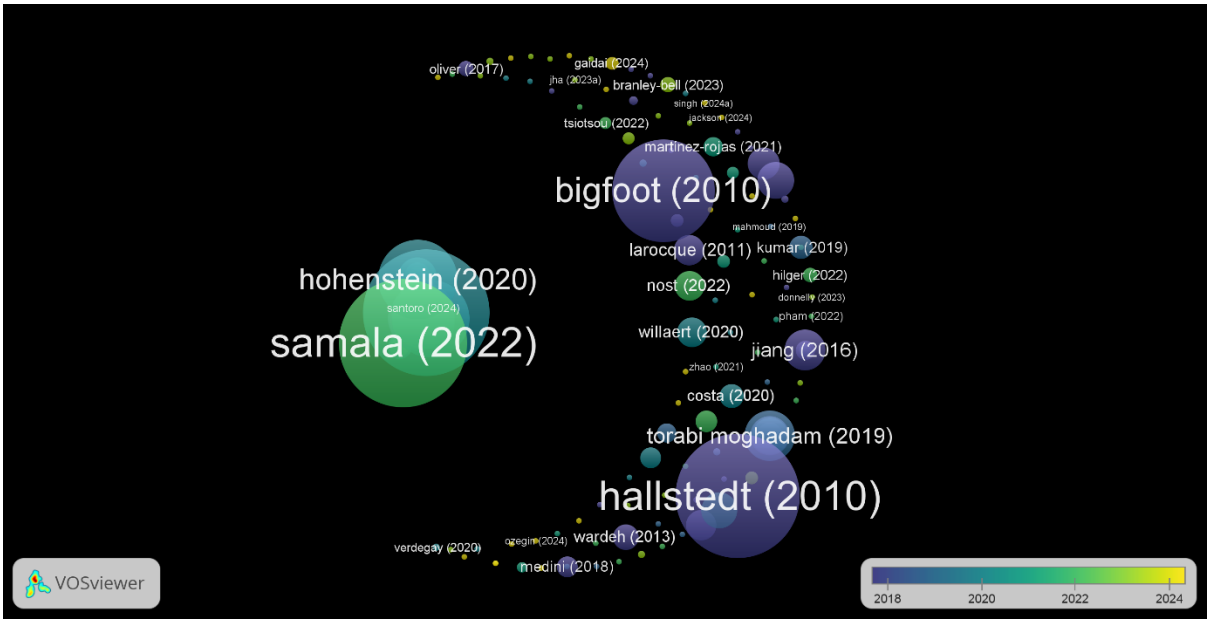

Figure 7: Bibliomatric map of co-citation relationships among academic papers, highlighting influential works and trends over time (2018-2024)
Source: Self Designed through VOSviewer

This picture shows the co-citation relationships between different academic articles and was created using VOSviewer to create a bibliomatric map. The number of citations is indicated by the size of each bubble, and the publication year is shown by the color gradient, which ranges from 2018 (blue) to 2024 (yellow). Important conclusions include the fact that "Bigfoot (2010)" and "Hallstatt (2010)" are well-known and frequently mentioned, while more recent major works like "Samala (2022)" and "Hohenstein (2020)" are also noteworthy. Finding significant studies and long-term trends in the area is made easier with the help of this map.

Findings: The two most often mentioned papers are "Bigfoot (2010)" and "Hallstedt (2010)," while more recent, significant works include "Samala (2022)" and "Hohenstein (2020)." The color gradient illustrates the expanding research impact over time by showing a pattern of rising citations for more recent papers.

By building on the thorough examination of AI research from 2018 to 2024 using a variety of bibliomatric maps and network visualizations, we reveal a nuanced picture of the research environment. Using VOSviewer, this study emphasizes the importance of key works like "Hallstedt (2010)" and "Samala (2022)" as well as scholars like "da Costa and Renato Lopes." With different colour gradients, the thematic clusters are divided into three categories: fundamental studies (2018–2019), important machine learning achievements (2020–2022), and emergent trends (2023–2024).

Strong collaboration patterns and subject focuses are revealed by the co-authorship network, which also highlights the contributions of important authors. With significant alliances developing in Brazil and Turkey, the US became a leader in global research partnerships. The keyword co-occurrence map also highlights the importance of AI in research by linking it to a variety of interdisciplinary domains, including sustainability, ethics, and education.

The colour gradient from blue (2018) to yellow (2024) indicates the progress and significance of research over time, with newer articles gaining prominence. These results offer a comprehensive picture of the dynamics of AI research, emphasizing significant publications and writers, spotting trends in collaboration, and recommending possible directions for further investigation. This study provides insightful information that can help direct future investigations, encourage teamwork, and promote contributions to the constantly changing field of artificial intelligence.

4. Systematic Literature Review (SLR)

The quick development of artificial intelligence (AI) in recent years has had a significant impact on a number of professional domains and aroused a great deal of attention from both academics and industry. With an emphasis on the effects on professional services, education, healthcare, and societal frameworks, this systematic literature review (SLR) explores the revolutionary role of AI in a variety of fields. Through an analysis of 37 peer-reviewed publications from 2015 to 2024, this assessment pinpoints new developments, obstacles, and possibilities in the adoption and integration of AI.

Conceptual analysis, empirical investigations, case studies, and scoping reviews are among the various research approaches that are included in the SLR.

These articles were sourced from journals such as *Sustainability (Switzerland)*, *Journal of Professions and Organization*, and *Digital Government: Research and Practice*. The collected literature spans various disciplines, reflecting the interdisciplinary nature of AI research and its far-reaching impacts.

Article Distribution and Trends

With a noticeable rise in publications after 2019, the literature distribution shows a growing scholarly focus on AI. The majority of studies (72%) were released between 2020 and 2024, indicating a surge in study interest that matched global changes and technical breakthroughs, such as the COVID-19 pandemic's effects on digital transformation.

Table 2: Article Distribution of Journals

Journal	Article Count
Sustainability (Switzerland)	6
Journal of Professions and Organization	3
Digital Government: Research and Practice	2
Computers in Human Behavior	2
Australasian Journal of Educational Technology	1
Social Media and Society	1
Human Relations	1
Journal of Tourism Futures	1
Asia Marketing Journal	1
AI and Society	1

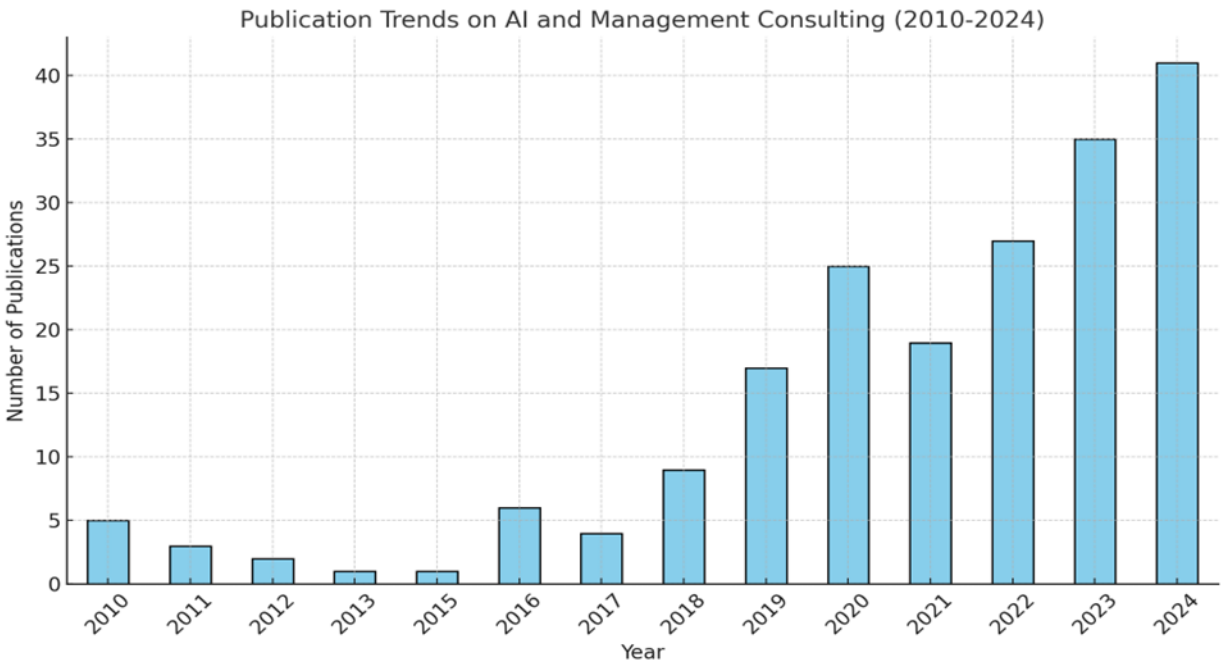

Figure 8: Publication Trend
Source: Self Designed

Table 3: Publication Trend (Year Wise)

Year	Number of Publications
2024	**8**
2023	**9**
2022	**6**
2021	**3**
2020	**6**
2019	**4**
2015	**1**

Table 4: Collaboration Analysis

Total Authors	125
Single-Authored Documents (Ns)	5
Multi-Authored Documents (Nm)	32
Degree of Collaboration	0.86

The degree of collaboration measures how much authors collaborate on their publications. It is calculated using a formula that takes into account the number of multiple-authored papers and single-authored papers:

- **C = Nm / Nm + Ns**
- **C**: Degree of collaboration
- **Nm**: Number of multiple authors
- **Ns**: Number of single authors

Table 5: Classification with Methodology/ Findings/ Suggestions

S.No.	Authors	Year	Title	Methodology	Findings	Suggestions
1	**Sai Krishnan Mohan**	2024	*Management Consulting in the Artificial Intelligence – LLM Era*	Conceptual analysis, literature review	AI and large language models (LLMs) transform management consulting by impacting decision-making processes, insights, and organizational models.	Consultants should adapt to AI-driven changes, focusing on integrating LLMs for strategic insights and decision-making enhancements. New competencies in AI/ML are essential.
2	**Patrick Bowers et al.**	2024	*Artificial Intelligence-Driven Virtual Patients for Communication Skill Development in Healthcare Students: A Scoping Review*	Scoping review, database analysis	AI-driven virtual patients (VPs) are increasingly used for communication training in healthcare but lack consistent evidence of effectiveness. Most studies report neutral to positive student feedback.	Educators should integrate educational theories and involve stakeholders in VP design. Further empirical research is needed.
3	**Konstantin Samokhvalov**	2024	*The Transformative Impact of Artificial Intelligence on the Management Consultancy Sector*	Conceptual analysis, legislative review	AI is reshaping management consulting by automating routine tasks while enhancing strategic capabilities. Regulatory frameworks vary globally, influencing AI's integration.	Consultancy firms should strategically incorporate AI into their models, focusing on talent acquisition and ethical considerations. Emphasize strategic decision-making roles.
4	**Jiaqi Yang, Yvette Blount, Alireza Amrollahi**	2024	*Artificial Intelligence Adoption in a Professional Service Industry: A Multiple Case Study*	Qualitative, multiple case study (TOE framework)	AI adoption is influenced by technology affordances, firm size, innovation management, competition, and regulatory factors. Larger firms adopt AI at a grander scale but face regulatory gaps.	Tailor AI adoption strategies to firm size and regulatory environments. Larger firms must address regulatory gaps, while smaller firms should focus on improving AI readiness.
5	**Teresa Swist, Simon Buckingham Shum, Kalervo N.**	2024	*Co-Producing AIED Ethics Under Lockdown: An Empirical Study of Deliberative*	Empirical study, interviews, Deliberative Democracy (DD) consultation	Deliberative Democracy (DD) facilitated a unique, structured co-production process for creating ethical	Use DD as a model for ethical co-production in AI, particularly in educational settings. Future research should focus on applying DD to other sociotechnical contexts and refining AI

	Gulson		*Democracy in Action*		principles in AI/EdTech during the pandemic, fostering trust and commitment among stakeholders.	governance processes.
6	**Mehrdad Safaei, Justin Longo**	2024	*The End of the Policy Analyst? Testing the Capability of Artificial Intelligence to Generate Plausible, Persuasive, and Useful Policy Analysis*	Experiment (NLP models vs human-generated analysis)	Contemporary NLP tools, such as large language models (LLMs), could not independently generate helpful policy briefing notes but could serve as a supplement to human policy analysts.	NLP tools should supplement policy analysts' work, with potential for significant improvement as NLP capabilities and access to policy-relevant data grow.
7	**James Faulconbridge et al.**	2023	*How Professionals Adapt to Artificial Intelligence: The Role of Intertwined Boundary Work*	Empirical study, qualitative analysis (interviews)	Professionals in accounting and law adapt to AI by redefining boundaries and roles, leading to new forms of work and collaboration. AI augments rather than replaces professionals.	Professional services firms should focus on redefining boundaries collaboratively. Highlight the role of AI in enhancing professional services.
8	**Charlotta Kronblad, Johanna E. Pregmark, Rita Berggren**	2023	*Difficulties to Digitalize: Ambidexterity Challenges in Law Firms*	Qualitative interviews, comparative analysis	Law firms face structural and cultural barriers to digitalization, unlike architecture firms. Legal tech firms lead digital exploration, while traditional firms focus on existing models.	Law firms must adopt ambidextrous approaches by balancing current practices with digital innovation. Address cultural resistance and industry-specific barriers.
9	**Jo Pierson, Aphra Kerr, Stephen Cory Robinson, Rosanna Fanni, Valerie Eveline Steinkogler, Stefania Milan, Giulia Zampedri**	2023	*Governing Artificial Intelligence in the Media and Communications Sector*	Desk research, multi-stakeholder discussions	Identified blind spots in the EU's trustworthy, risk-based AI governance approach. Proposed a multi-level framework to address policy challenges in the media and communications sector.	Policymakers should adopt a multi-level governance framework for AI in media and communications, emphasizing inclusivity, transparency, and sector-specific challenges.
10	**Muhammad**	2023	*Appraisal of*	AI techniques	ANN and XGBoost	Due to their high accuracy, ANN

	Saqib Jan, Sajjad Hussain, Rida e Zahra, Muhammad Zaka Emad, Naseer Muhammad Khan, Zahid Ur Rehman, Kewang Cao, Saad S. Alarifi, Salim Raza, Saira Sherin, Muhammad Salman		*Different Artificial Intelligence Techniques for the Prediction of Marble Strength*	evaluation (ANN, XGBoost, RF, SVM, EN, Lasso, Ridge)	algorithms best predicted uniaxial compressive strength (UCS) with high accuracy.	and XGBoost models are recommended for UCS prediction. Future work can focus on improving model performance with other variables.
11	**Merlin Stone, Eleni Aravopoulou, Yuksel Ekinci, Geraint Evans, Matt Hobbs, Ashraf Labib, Paul Laughlin, Jon Machtynger, Liz Machtynger**	2023	*Artificial Intelligence (AI) in Strategic Marketing Decision-Making: A Research Agenda*	Literature review, expert consultations	AI application in strategic marketing decision-making is under-researched. Competitive industries must deploy AI for decision-making improvements.	Focus future research on AI's strategic marketing applications. Highlight the risks for businesses not adopting AI in competitive environments.
12	**Judit Garamvölgyi, Ildikó Rudnák**	2023	*Exploring the Relationship between Cultural Intelligence (CQ) and Management Competencies (MC)*	Empirical study, correlation analysis	Higher Cultural Intelligence (CQ) in managers correlates significantly with improved management competencies and leadership effectiveness, particularly in culturally diverse teams.	Emphasize the importance of developing CQ in leadership training programs to enhance management competencies, especially in diverse team environments.
13	**Maged Mohammed, Ramasamy Srinivasagan, Ali**	2023	*Machine-Learning-Based Spectroscopic Technique for Non-Destructive*	TinyML, multispectral sensor, machine learning	A machine learning-based system using multispectral sensors effectively and accurately predicted	Implement the developed prediction models in fresh fruit supply chains for efficient shelf life prediction and quality control. Further research could

	Alzahrani, Nashi K. Alqahtani		*Estimation of Shelf Life and Quality of Fresh Fruits Packaged under Modified Atmospheres*		packaged fresh dates' shelf life and quality parameters in various packaging conditions.	explore more fruit types and environmental conditions.
14	**Zhila Aghajari, Eric P. S. Baumer, Jess Hohenstein, Malte F. Jung, Dominic DiFranzo**	2023	*Methodological Middle Spaces: Addressing the Need for Methodological Innovation to Achieve Simultaneous Realism, Control, and Scalability in Experimental Studies of AI-Mediated Communication*	Conceptual analysis, experimental design (case studies)	Introduces the "methodological middle spaces" concept to balance experimental realism, control, and scalability in AI-MC research. This approach enables the design of more effective experimental methods for AI-MC studies.	Apply the concept of methodological middle spaces to expand research possibilities in AI-MC. Future work should focus on using this approach to overcome current methodological challenges in AI-MC research.
15	**Dawn Branley-Bell, Richard Brown, Lynne Coventry, Elizabeth Sillence**	2023	*Chatbots for Embarrassing and Stigmatizing Conditions: Could Chatbots Encourage Users to Seek Medical Advice?*	Experimental study (vignettes)	Participants generally preferred doctors for consultations, but chatbots were preferred for embarrassing sexual symptoms. Chatbots were seen as more straightforward and more convenient but less trustworthy.	Integrate chatbots into healthcare systems to encourage earlier consultations for embarrassing conditions, particularly for sexual health.
16	**Ulia Romberg, Tobias Escher**	2023	*Making Sense of Citizens' Input through Artificial Intelligence: A Review of Methods for Computational Text Analysis to Support the Evaluation of Contributions in Public Participation*	Systematic literature review, computational text analysis	AI-supported text analysis, particularly NLP, holds promise for evaluating citizen contributions in public participation. However, challenges regarding result quality, applicability to non-English corpora, and practical deployment must still be solved.	Future research should focus on improving the quality of NLP methods, expanding them to non-English corpora, and incorporating human evaluators through active learning or interactive topic modelling to enhance practical use.
17	**Violeta Lukic Vujadinovic, Aleksandar Damnjanovic , Aleksandar**	2023	*AI-Driven Approach for Enhancing Sustainability in Urban Public*	A data-driven approach, reinforcement learning, AI	AI (reinforcement learning) can improve headway regularity in urban public transport by addressing multiple	Use AI and IoT technologies to create adaptive public transport management systems that optimize headway regularity based on real-time data for

	Cakic, Dragan R. Petkovic, Marijana Prelevic, Vladan Pantovic, Mirjana Stojanovic, Dejan Vidojevic, Djordje Vranjes, Istvan Bodolo		*Transportation*	modelling	disturbances and enhancing passenger comfort and service quality.	improved service quality and passenger satisfaction.
18	**Katja Einola, Violetta Khoreva, Janne Tienari**	2023	*A Colleague Named Max: A Critical Inquiry into Affects When an Anthropomorphised AI (Ro)Bot Enters the Workplace*	Qualitative study, case analysis	Anthropomorphising AI (ro)bots in the workplace can create a rift between management and employees, amplifying discontent and complicating the technology's integration.	Recognize the role of collective effects in the workplace when introducing AI technologies. Consider addressing emotional reactions and organizational tensions in AI adoption strategies.
19	**Masashi Goto**	2023	*Anticipatory Innovation of Professional Services: The Case of Auditing and Artificial Intelligence*	Case study, qualitative analysis	The study demonstrates how Japan's Big Four audit firms incorporated AI into their services through service R&D, highlighting the importance of centralized coordination for successful AI adoption.	Professional service firms should develop service R&D functions to enable strategic, organization-wide innovation, particularly for integrating AI into services.
20	**Emma Goldenthal, Jennifer Park, Sunny X. Liu, Hannah Mieczkowski, Jeffrey T. Hancock**	2023	*Not All AI are Equal: Exploring the Accessibility of AI-Mediated Communication Technology*	Survey (quantitative and qualitative analysis)	AI-Mediated Communication (AI-MC) adoption is influenced by access to software, devices, the internet, demographic factors, and AI-MC literacy. Disparities in accessibility hinder usage for traditionally disadvantaged groups.	Address accessibility barriers in AI-MC tools by considering diverse user needs. Encourage the development of more inclusive AI-MC technologies that account for demographic and socioeconomic factors.

21	**Huseyin Güngör**	2022	*The Past, Present, and Future of Management Consulting: Findings from a Global Survey*	Global survey (122 participants)	Management consulting (MC) is evolving with advanced technologies like AI, positively impacting value creation and potential disruption from AI-driven solutions.	MC firms should adopt technology-driven approaches and focus on co-creation with clients. Need for adaptation to AI-driven transformations.
22	**Lise Jaillant**	2022	*How Can We Make Born-Digital and Digitized Archives More Accessible? Identifying Obstacles and Solutions*	21 interviews with archivists, librarians, and professionals	Privacy, copyright, and technical issues are key obstacles to accessing digital archives. Highlights the importance of interdisciplinary collaboration.	Establish cross-disciplinary collaborations and global user communities. Utilize AI ethically to unlock inaccessible ("dark") archives. Involve stakeholders in decision-making.
23	**Jean-Paul Simon**	2022	*Artificial Intelligence: Scope, Players, Markets, and Geography*	Desk research, literature review	AI's definition fluctuates, and its impact may be modest or take time to deploy fully. Leading companies and regions are already ahead in AI development.	Further research is needed on the economic and social aspects of AI. A more consistent definition and deeper analysis of market demand and regional AI development should be prioritized.
24	**Vinícius Resende Domingues, Luan Carlos de Sena Monteiro Ozelim, André Pacheco de Assis, André Luís Brasil Cavalcante**	2022	*Combining Numerical Simulations, Artificial Intelligence and Intelligent Sampling Algorithms to Build Surrogate Models and Calculate the Probability of Failure of Urban Tunnels*	Numerical simulations, AI, intelligent sampling algorithms	Through intelligent sampling, AI algorithms were successfully used to build surrogate models for faster risk evaluation of urban tunnels. The technique improves the efficiency of failure probability calculation.	Incorporate AI-based surrogate models in risk assessment methodologies for tunnel-related problems, especially in cases with limited data.
25	**Lise Jaillant, Annalina Caputo**	2022	*Unlocking Digital Archives: Cross-Disciplinary Perspectives on AI and Born-*	Conceptual analysis, interdisciplinary review	AI, particularly machine learning, holds promise in unlocking digital archives by automating complex tasks like searching and	Ensure fairness, accountability, and transparency in using AI to make digital archives accessible. Consider ethical implications in AI deployment for archival work.

			Digital Data		sensitivity review, but it also presents ethical challenges such as bias and opacity.	
26	**Masashi Goto**	2021	*Collective Professional Role Identity in the Age of Artificial Intelligence*	Qualitative analysis (textual analysis, 42 interviews)	AI impacts audit professionals' collective role identity by reshaping their professional roles. Six identity themes emerged, reflecting interpretations of technology and institutional logic.	Professionals should adapt their role identities collectively, aligning with AI's potential. Focus on developing hybrid professional-managerial identities.
27	**Benjamin von Walter, Dietmar Kremmel, Bruno Jäger**	2021	*The Impact of Lay Beliefs about AI on Adoption of Algorithmic Advice*	Empirical study, three studies	Consumers' beliefs about AI significantly influence the adoption of algorithmic advice, especially when the decision task is perceived as complex.	Highlight the importance of addressing consumers' perceptions of AI in promoting algorithmic advice adoption, particularly in complex decision-making scenarios.
28	**Masashi Goto**	2021	*Accepting the Future as Ever-Changing: Professionals' Sensemaking about Artificial Intelligence*	Qualitative study, interviews, archival data	Their embeddedness influences professionals' sensemaking about AI in the context of digitalization in professional institutions and their views on the ever-changing nature of the future.	Recognize the dynamic and evolving nature of professionals' views on AI and digitalization. Foster adaptive strategies that reflect the uncertainty and continuous change in digitalization.
29	**Haejoo Han, Sujin Park, Kyoungmi Lee**	2021	*Does Political Orientation Affect the Evaluation of Artificial Intelligence?*	Empirical study (survey, AI-based medical and legal services)	Political orientation influences the evaluation of AI, with conservatives showing lower evaluations of AI-based services driven by concerns about AI threatening human uniqueness.	Address the role of political orientation in AI adoption and tailor communication strategies to different political groups to reduce concerns about AI.
30	**Francisco J. Trincado-Munoz, Carlo Cordasco, Tim Vorley**	2020	*The Dark Side of AI in Professional Services*	Conceptual analysis, case exploration	AI in professional services offers benefits like improved access to justice and healthcare but raises concerns about explainability, privacy,	Establish coordinated AI adoption frameworks to maintain trust and ethical standards. Enhance transparency and safeguard client-professional relationships.

					and undermining fiduciary duties.	
31	**Udith Clifton, Amy Glasmeier, Mia Gray**	2020	*When Machines Think for Us: The Consequences for Work and Place*	Conceptual analysis, literature review	AI's impact on labour is complex and context-dependent, with varying effects on location, industry, education, and gender. The actual impact may be overestimated in the short term.	Policies should address the uneven impacts of AI adoption on labour markets. Focus on region-specific strategies and equitable AI integration to avoid social and economic disparities.
32	**Adam Poulsen, Eduard Fosch-Villaronga, Oliver K. Burmeister**	2020	*Cybersecurity, Value Sensing Robots for LGBTIQ+ Elderly, and the Need for Revised Codes of Conduct*	Conceptual analysis, literature review	The integration of robots in aged care, particularly for LGBTIQ+ elderly, necessitates a revision of professional codes of conduct to include cybersecurity considerations.	Update codes of conduct for both robot developers and caregivers to address cybersecurity, focusing on human responsibility in maintaining system security and user safety.
33	**Jess Hohenstein, Malte Jung**	2020	*AI as a Moral Crumple Zone: The Effects of AI-Mediated Communication on Attribution and Trust*	Experimental study (2x2 between-subjects design)	AI-generated smart replies increase perceived trust in Communication and serve as a "moral crumple zone," reducing responsibility attribution when conversations go awry.	Utilize AI-mediated Communication to improve interpersonal relationships, particularly in scenarios where trust and attribution are critical.
34	**Sam Herbert, Inigo Surguy**	2019	*Start-up Story: 67 Bricks – Helping Publishers Survive in the Modern Digital Age*	Case study, business and software development	67 Bricks helps publishers navigate industry changes by adapting to AI and data-driven approaches, focusing on user expectations and technological responses.	Publishers should embrace technological changes and adopt data-driven solutions to remain competitive in the digital age. Innovate with AI to improve user experiences and business models.
35	**Shabir Ahmad, Faisal Mehmood, Do-Hyeun Kim**	2019	*A DIY Approach for the Design of Mission-Planning Architecture Using Autonomous Task–Object Mapping and the Deployment*	Architecture design, task-object mapping, performance evaluation	Introduces a flexible, autonomous mission-planning architecture for MC-IoT, using semantic knowledge for task mapping, with quick response times even under peak load conditions.	Develop mission-critical IoT systems with autonomous task mapping and involve non-technical stakeholders in the design process. Focus on improving scalability and robustness for real-time performance in critical applications.

			Model in Mission-Critical IoT Systems			
36	**Nagaraj Samala, Bharath Shashanka Katkam, Raja Shekhar Bellamkonda , Raul Villamarin Rodriguez**	2019	*Impact of AI and Robotics in the Tourism Sector: A Critical Insight*	Systematic study, viewpoint analysis	AI and robotics significantly enhance tourism services by providing personalized, automated experiences, but they cannot replace the human touch, which is crucial in experiential tourism.	Integrate emerging technologies like AI, chatbots, virtual reality, and language translators to improve customer experiences in tourism marketing.
37	**Patrizia Lombardi, Valentina Ferretti**	2015	*New Spatial Decision Support Systems for Sustainable Urban and Regional Development*	Literature review, case studies (Italy)	Multicriteria Spatial Decision Support Systems (MC-SDSS) enhance urban planning by involving stakeholders and visualizing multiple scenarios.	Policymakers and planners should adopt MC-SDSS to facilitate collaborative, inclusive, and network-based decision-making. Emphasize stakeholder participation.
31	**Udith Clifton, Amy Glasmeier, Mia Gray**	2020	*When Machines Think for Us: The Consequences for Work and Place*	Conceptual analysis, literature review	AI's impact on labour is complex and context-dependent, with varying effects on location, industry, education, and gender. The actual impact may be overestimated in the short term.	Policies should address the uneven impacts of AI adoption on labour markets. Focus on region-specific strategies and equitable AI integration to avoid social and economic disparities.

RESEARCH GAPS

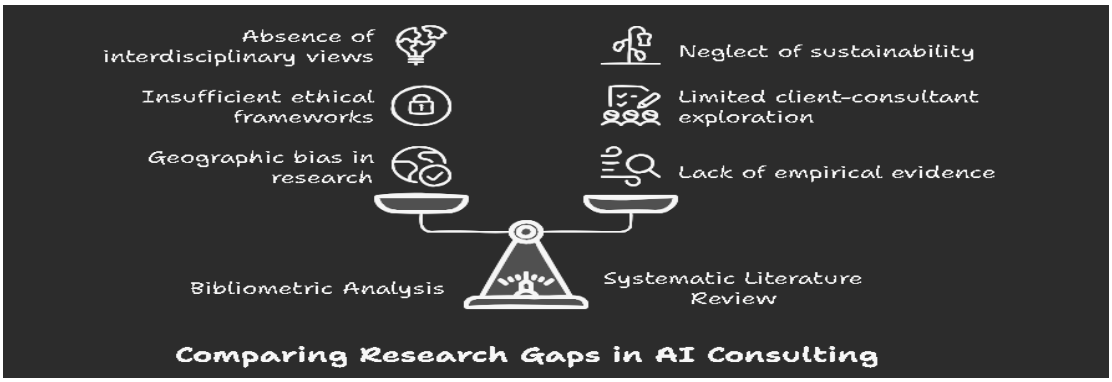

Figure 9: Comparing Research Gaps in AI Consulting Using Bibliometric Analysis and Systematic Literature Review

Source: Self Designed through VOSviewer

A. Bibliometric Analysis Gaps

The bibliometric analysis of 195 papers reveals several significant gaps in the existing body of literature. First, there is a notable concentration of research on developed economies, particularly the United States and Europe, leaving limited insight into AI's role in management consulting within emerging markets or smaller economies (Simon, 2022; Pierson et al., 2023). This geographic bias restricts the understanding of how regional variations, such as infrastructure, regulatory environments, and cultural factors, influence AI adoption. Second, while ethical concerns like data privacy, algorithmic bias, and transparency are frequently mentioned, there is insufficient exploration of structured frameworks tailored to consulting practices (Trincado-Munoz et al., 2024; Bowers et al., 2024). These gaps highlight the need for more comprehensive approaches to address the ethical challenges of AI integration. Finally, the analysis indicates a lack of interdisciplinary perspectives, with little attention given to how disciplines like organizational psychology, sociology, or behavioral science intersect with AI in consulting (Goto, 2021; Lombardi & Ferretti, 2024). This omission leaves unexplored how human consultants adapt to AI-mediated changes in their roles, particularly in terms of collaboration, trust, and emotional dynamics.

B. Systematic Literature Review Gaps

The systematic literature review of 37 studies further exposes critical research gaps. One key gap is the lack of empirical evidence on practical AI implementation in consulting. While numerous studies focus on theoretical advancements, they fail to provide actionable insights into overcoming operational barriers or scaling AI solutions across diverse organizational settings (Yang et al., 2024; Kronblad et al., 2023). Another major omission is the limited exploration of how AI affects the client-consultant dynamic, particularly in terms of trust-building, communication, and the perceived value of consulting services. This area remains underexplored despite its foundational importance to the consulting industry (von Walter et al., 2021). Lastly, sustainability as a theme in AI-driven consulting is insufficiently addressed. Although sustainability is increasingly important for both firms and clients, existing research fails to detail how AI can drive sustainable practices within consulting operations or client engagements (Samokhvalov, 2024; Stone et al., 2023). These gaps underscore the need for studies that bridge theoretical insights with practical, scalable solutions while addressing broader themes like ethics, sustainability, and client relationships.

6. FINDINGS

By automating repetitive processes, artificial intelligence (AI) is transforming operational efficiency in the consulting sector and freeing up consultants to concentrate on more valuable, strategic endeavours. The quality of consulting services is improved by predictive analytics and machine learning tools, which offer precise, data-driven insights (Mohan, 2024; Samokhvalov, 2024). As consultants move from performing traditional advisory duties to supporting AI-driven insights, this change also reinterprets the function of consultants. To be relevant in this changing environment, consultants must acquire AI and machine learning skills (Faulconbridge et al., 2023; Mohan, 2024).

Notwithstanding its benefits, incorporating AI into consulting raises ethical issues, such as worries about algorithmic bias, data privacy, and transparency. According to recent research, strong governance frameworks are essential to addressing these problems and guaranteeing moral AI practices that are suited to the particular circumstances of consulting (Swist et al., 2024; Clifton et al., 2020).

Furthermore, although there has been much discussion about AI's operational advantages, its effects on the dynamics of consultant-client relationships still require investigation. An important topic for additional research is how the application of AI-driven insights may affect cooperation and trust (Yang et al., 2024). AI research in management consulting is interdisciplinary, as evidenced by the high levels of collaboration (a collaboration index of 0.86). This emphasizes how important international academic collaborations are to the advancement of AI applications in the field.

The potential of AI to support sustainable consulting processes, however, requires further investigation. There is a knowledge gap about how AI may support sustainability activities in consulting companies, even though the majority of current research focuses on the environmental and urban planning sectors (Lombardi & Ferretti, 2015). Furthermore, longitudinal studies evaluating AI's long-term effects on consulting business models are necessary, even though its

immediate operational benefits are widely known. This vacuum in the literature emphasizes the necessity of conducting long-term research on AI's revolutionary potential to comprehend its wider industry ramifications (Güngör, 2022).

7. DISCUSSIONS

A. Bibliometric Analysis Findings

The bibliometric analysis reveals several important trends and gaps in research on AI's role in management consulting. The first notable trend is the concentration of research in developed economies, particularly the United States and Europe. While these regions are at the forefront of AI innovation, this geographic bias limits the understanding of how regional factors such as infrastructure, regulatory policies, and cultural contexts influence AI adoption. **The reason for addressing this gap is the growing significance of emerging markets in the global economy. These regions face distinct challenges and opportunities in AI adoption, making it essential to study their unique contexts.** By focusing on the United States as a benchmark, this study provides foundational insights that can be adapted for comparative research in other regions, helping to identify patterns and best practices applicable globally.

Another gap identified is the lack of structured frameworks for ethical AI governance tailored to the consulting industry. Current literature frequently highlights concerns around data privacy, algorithmic bias, and transparency, but these issues are often discussed in isolation without offering comprehensive solutions. **Addressing this gap is crucial because ethical challenges can erode trust between clients and consultants, ultimately impacting the effectiveness of consulting services.** This study responds to this need by synthesizing existing literature to propose actionable frameworks that balance efficiency with ethical considerations, ensuring AI tools are both effective and trustworthy.

Additionally, the bibliometric analysis highlights the absence of interdisciplinary approaches. Despite the human centered nature of management consulting, few studies explore how behavioral science, organizational psychology, or sociology intersect with AI in this field**. This gap is significant because human-AI collaboration is not merely a technological shift but a deeply social and organizational transformation.** This research addresses this by incorporating interdisciplinary perspectives to better understand the cognitive, emotional, and organizational adjustments required for successful AI integration. By doing so, it bridges the divide between technological innovation and human adaptability, providing a holistic view of AI adoption.

B. Systematic Literature Review Findings

The systematic literature review (SLR) further underscores the dominance of theoretical research over empirical studies in the field of AI and management consulting. While many studies discuss AI's potential to enhance decision-making, streamline operations, and improve efficiency, there is a noticeable lack of practical insights into its implementation and scalability. **The reason for addressing this gap lies in the need for actionable strategies that consulting firms can apply to navigate the complexities of AI integration.** This study bridges this gap by analyzing empirical evidence from real world implementations and offering practical recommendations tailored to firms of varying sizes and operational models.

Another critical gap identified in the SLR is the limited exploration of AI's impact on client consultant relationships. Trust, communication, and the perceived value of consulting services are foundational to the industry, yet these aspects are rarely studied in the context of AI integration. **Addressing this gap is essential because AI's role in decision-making and problem solving could disrupt traditional dynamics if not implemented thoughtfully.** This study evaluates the potential for AI tools to enhance client consultant interactions by increasing transparency, improving decision accuracy, and fostering deeper collaboration.

Lastly, sustainability emerges as an underexplored theme in AI-driven consulting. While sustainability is becoming a core focus for many organizations, few studies examine how AI can drive sustainable practices within consulting operations or client engagements. **The reason for addressing this gap is the increasing demand for environmentally and socially responsible consulting solutions.** This research identifies pathways for embedding AI into sustainability initiatives, such as optimizing resource allocation, reducing operational waste, and supporting

clients in achieving their sustainability goals. By aligning AI adoption with global sustainability priorities, this study provides a framework for consulting firms to deliver value that extends beyond immediate business outcomes.

C. Integrated Discussion

The combined findings of the bibliometric analysis and SLR highlight both opportunities and challenges in integrating AI into management consulting. Operational efficiency and strategic decision-making are clear benefits of AI, as identified across multiple studies (Bowers et al., 2024; Yang et al., 2024). However, these advantages come with ethical, organizational, and relational complexities that require careful navigation**. Addressing these issues requires a multifaceted approach that considers technological, human, and ethical dimensions.**

By using the United States as a focal point, this study leverages its leadership in AI innovation and consulting practices to provide a comprehensive framework that can serve as a global benchmark. The findings emphasize the need for interdisciplinary collaboration, actionable ethical frameworks, and strategies to enhance client consultant relationships. Additionally, by focusing on sustainability, the study positions AI as a tool not only for improving business outcomes but also for driving long-term societal and environmental impact.

8. SCOPE OF THE STUDY

Using a carefully selected dataset of scholarly articles from 2010 to 2024, this study thoroughly examines the relationship between artificial intelligence (AI) and management consulting. The research focuses on AI's transformative effects, including its impact on decision-making, client engagement, operational efficiency, and sustainability. By employing bibliometric analysis and systematic literature review methodologies, the study identifies key themes such as automation, ethical AI governance, and human-AI collaboration. It also addresses significant gaps, including interdisciplinary integration, practical implementation barriers, and the regional disparities in AI adoption. By providing actionable insights and strategic frameworks, the study bridges theoretical advancements with practical applications, serving as a vital resource for scholars, professionals, and policymakers navigating the evolving landscape of AI in consulting.

9. Conclusion

This study highlights the transformative influence of artificial intelligence (AI) on management consulting, showcasing its potential to revolutionize operational efficiency, decision-making processes, and strategic innovation. By integrating bibliometric analysis and systematic literature review, the research uncovers critical insights into the evolving dynamics of AI adoption while identifying gaps that present opportunities for future exploration.

The findings emphasize AI’s ability to augment consulting practices, enabling consultants to automate routine tasks and focus on high-value strategic activities. Predictive analytics, machine learning, and natural language processing have emerged as pivotal tools in enhancing the quality of recommendations and client outcomes. However, the geographic concentration of existing research in developed economies such as the United States and Europe limits the understanding of AI’s adoption in emerging markets. Addressing this gap is crucial, as these regions often grapple with unique challenges related to infrastructure, cultural nuances, and regulatory frameworks, which could significantly shape AI’s implementation.

Ethical concerns surrounding AI, such as algorithmic bias, data privacy, and transparency, require greater attention. Despite their importance, existing studies lack comprehensive frameworks tailored to consulting practices. Developing robust, actionable governance models is essential to ensure that AI integration fosters trust, upholds professional standards, and aligns with societal values. Additionally, the study identifies a pronounced need for interdisciplinary perspectives, particularly from organizational psychology, sociology, and behavioral sciences, to better understand how consultants adapt to AI’s increasing role. The human-AI interaction dynamic, encompassing trust, collaboration, and emotional intelligence, remains a largely unexplored but critical area for future research.

While theoretical advancements dominate the discourse, empirical studies on practical AI implementation are notably scarce. This gap limits actionable insights into overcoming operational barriers and scaling AI solutions across diverse organizational contexts. By focusing on real-world applications, future research can bridge the divide between theory and practice, empowering consulting firms to leverage AI effectively.

Sustainability, a growing concern for both clients and consulting firms, emerges as an underexplored theme in AI-driven consulting. AI holds immense potential to advance sustainable practices, from optimizing resource allocation to reducing operational inefficiencies and enabling clients to achieve their sustainability goals. Consulting firms can position themselves as leaders in ethical innovation by aligning AI-driven strategies with global environmental and social priorities.

The study also highlights the profound implications of AI on client-consultant relationships. While AI tools enhance decision-making accuracy and foster transparency, their impact on trust, communication, and the perceived value of consulting services requires deeper investigation. As AI reshapes these relationships, consulting firms must adopt strategies that ensure technology enhances rather than disrupts traditional dynamics.

In conclusion, this research provides a comprehensive understanding of AI's transformative impact on management consulting while addressing critical gaps in the literature. It underscores the need for a balanced approach that integrates technological advancements with ethical considerations, interdisciplinary insights, and practical applications. Consulting firms must proactively adapt to these changes by investing in workforce development, promoting AI literacy, and embedding sustainability into their operations.

Future research should focus on longitudinal studies to assess AI's long-term impact on consulting business models and industry dynamics. Collaborative efforts among academics, practitioners, and policymakers are essential to develop scalable, ethical, and sustainable AI solutions. By embracing these strategies, the consulting industry can harness AI's full potential, creating a future where technology and human expertise work in harmony to solve complex business challenges and drive value across economic, social, and environmental dimensions.

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