

Editorial: *AI Economics, and the Challenge of Operating Model Reinvention While Avoiding AI Strategy Risk. Capturing the “Essence of Things”*



According to Schiff et al. (2026), AI has profoundly transformed companies' way of creating demand, converting customers, and scaling growth (generating value), the sustained commercial advantage being created by their sellers on the basis of repeatable systems' building. It was no coincidence that we made reference in our last HMM Journal issue to: Smith and Gryskiewicz (2026), who showed that “Organizations that break through... will be those that fundamentally rethink the way work happens... the next frontier of AI will be about designing the architecture of collaboration—the systems that make intelligence understandable, governable, and usable at scale... Design is... a key driver of performance”; Edmondson (2026), who highlighted that “In the age of AI agents, the most valuable competitive advantage may be an organization's ability to convert knowledge into action, redesign work as conditions evolve, and strengthen uniquely human capabilities beyond the reach of technology alone.” Also, as shown more recently by De Smet et al. (2026), AI transformations are powered by trust.

As we previously discussed, Korinek (2024) drew attention to the perspective of the sensitive connection between the economic insights' generation and articulation by human capabilities and transformative AI. In November last year a post published on X made reference to the AI economics redefinition (Patel, 2025). More recently, it was shown that while being “only in the foothills of the AI economics climb” (Asif et al., 2026), AI economics need to be treated as a management discipline (McKinsey & Company, 2026). And as organizations making better decisions faster are enabled by AI, turning in a steady, regular way better decisions into

better business outcomes will lead to competitive advantage (Hämäläinen and Fuchs, 2026). What will be the possible AI impact (in the US) on jobs, growth, and unemployment was captured recently in a very interesting model (as a framework for assessing AI economic consequences between 2026 and 2030) by Anthropic's Economics team (Korinek et al., 2026).

To obtain a business impact from AI investment, organizations need a well-built AI hub speeding up progress in AI implementation and turning into value at scale the fragmented pilots (knowing that fragmented programs don't result in real value), ensuring connection between technology deployment and workforce adoption, closely enclosing in delivery the responsible governance (Martin et al., 2026). The responsibilities of this central point of coordination can develop gradually, increasing organization-wide coordination, scaling back its direct involvement based on the advance of business units' own capabilities. Moreover, to successfully create value from AI organizations must go beyond improving both business agility and technology enablement, ensuring the operating model reinvention based on a coherent system that allows turning strategy into performance (Weddle et al., 2026). In the same time, organizations must pay attention to protect its uniqueness (differentiator, value proposition, or competitive advantage) so as to avoid an AI strategy risk (Arnoldsen et al., 2026).

Of course, we all know the tremendous impact of AI on our global society (Evans Jr, 2024; Goldman Sachs, 2026; Huguet, 2026; Blair, 2026; Artorius, 2026; Azhar a, 2026; Bharadwaj and Houlder, 2026; Schmelzer, 2026; Griffiths, 2026; Goel and Hennessy, 2026; Tinkoff et al., 2026; Azhar b, 2026; Cawley, 2026). Bill Gates (2026) recently stated: "Even under the best circumstances, the transition to this new AI era will be one of the most turbulent times in human history... Leaders across academia, business, government, and civil society all have a role to play in shaping what comes next." It was not surprising to see the comments regarding the difference between the vision of Anthropic CEO Dario Amodei and the optimistic picture of the AI-powered future presented by Meta CEO Mark Zuckerberg, comments spoken during a recent episode of TechCrunch's Equity podcast (Ha, 2026). Also, it is interesting to note the recent expressed informal agreement between Anthropic (Dario Amodei) and OpenAI (Sam Altman) with regard to the imperative of slowing the pace of AI models capabilities' improvement), including "committing to having independent evaluators with employee-like access" (Amodei, 2026; Amodei and Altman, 2026).

Let me conclude by paraphrasing again our great Constantin Brancusi, and saying that the real challenge is to capture the "essence of things" at the confluence between distinct minds, between convergent and divergent thinking, without forgetting, of course, what Adam Smith said in "The Wealth of Nations" (published in 1776), with regard to professional peers.

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