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EDITORIAL

Hybrid Intelligence and Creative Economies

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Contemporary scholarship in business, management, and the creative economy is undergoing a profound transformation driven by the rapid advancement of artificial intelligence, particularly generative systems that increasingly participate in cognitive and creative processes. The boundary between human intelligence and technological capability is becoming less distinct, leading to the emergence of hybrid intelligence systems in which value is co-created through continuous interaction between human actors and algorithmic agents. This shift reflects a broader transition from viewing technology as a supporting infrastructure toward recognizing it as an active component within socio-technical systems (Faraj *et al*., 2018; Raisch & Krakowski, 2021).

Traditional perspectives in management and organizational research have long relied on human-centered assumptions, where cognition, creativity, and decision making are primarily attributed to human actors. However, the integration of artificial intelligence into organizational processes challenges these assumptions by introducing distributed cognition and interaction-based value creation. As a result, contemporary research must move toward frameworks that capture the dynamic interplay between human and artificial intelligence across multiple levels of analysis.

This editorial situates the current issue within this emerging intellectual landscape by emphasizing hybrid intelligence as a foundational lens for understanding value creation in creative economies. The contributions in this issue collectively reflect a growing recognition that creativity, innovation, and value are no longer produced in isolation but emerge through iterative and relational processes embedded within human and technological interaction.

Strategic Capability Transformation

One of the most significant implications of hybrid intelligence lies in the transformation of strategic capability. Established capability-based perspectives emphasize organizational learning, resource orchestration, and managerial cognition as the basis of competitive advantage (Teece, 2007). These perspectives assume that sensing, seizing, and transforming activities are primarily driven by human interpretation and decision making.

In environments shaped by artificial intelligence, this assumption becomes increasingly limited. Intelligent systems now contribute to pattern recognition, knowledge generation, and strategic recommendation, thereby participating in processes that were previously considered exclusively human. This development introduces distributed cognition, where

strategic capability emerges from the interaction between human expertise and computational intelligence (Raisch & Krakowski, 2021).

Consequently, dynamic capabilities must be reconceptualized as hybrid systems that integrate human and technological elements. Organizations are required not only to develop technological competence but also to design mechanisms that enable effective collaboration between human judgment and algorithmic output. Competitive advantage is therefore increasingly determined by the organization's ability to orchestrate hybrid intelligence within complex and evolving environments.

Creativity and Innovation Dynamics

The emergence of hybrid intelligence also reshapes the nature of creativity and innovation. Creativity has traditionally been conceptualized as an individual capability grounded in cognitive processes such as divergent thinking and domain expertise. However, contemporary developments suggest that creativity is increasingly distributed across human and artificial agents, where ideas are generated, refined, and evaluated through iterative interaction (Dellermann *et al.*, 2019).

Innovation processes follow a similar transformation. Classical models describe innovation as a structured and stage-based process driven by human knowledge and organizational routines. In contrast, AI-enabled environments are characterized by rapid iteration, continuous recombination, and feedback-driven development. Innovation becomes an interaction-based process shaped by ongoing exchanges between human cognition and algorithmic generation (Nambisan *et al.*, 2017).

This shift highlights the need for process-oriented frameworks that capture the dynamic and evolving nature of innovation in hybrid systems. Understanding creativity and innovation as distributed phenomena provides a more accurate representation of how value is generated in contemporary creative economies.

Market Meaning and Authenticity

At the market level, hybrid intelligence introduces new complexities in how value is interpreted and evaluated. Authenticity has long been a central construct in consumer research, typically associated with human intention, originality, and emotional expression (Beverland, 2005). In contexts where content is co-created with artificial intelligence, these assumptions become increasingly difficult to sustain.

Consumers are now required to evaluate not only the content itself but also the process through which it is created. This includes judgments about the extent of human involvement, the role of algorithmic systems, and the perceived sincerity of the output. Authenticity therefore becomes a relational construct shaped by the interaction between human and technological contributions.

These developments have important implications for marketing and consumer behavior research. Rather than focusing solely on efficiency or personalization, future studies must consider how meaning is constructed in hybrid production environments. Perceptions of authenticity, trust, and emotional engagement are increasingly influenced by how consumers interpret the presence and role of artificial intelligence within value creation processes.

Ownership and Ethical Tensions

The integration of artificial intelligence into creative and organizational processes also raises fundamental questions regarding ownership and ethical responsibility. Traditional models assume a clear link between creator and output, enabling straightforward attribution of ownership. In hybrid systems, value is generated through distributed interactions involving multiple actors, including users, organizations, and algorithmic systems.

This distribution introduces ambiguity in authorship and contribution, leading to challenges in assigning responsibility and recognizing value. Ethical considerations such as fairness, transparency, and accountability become increasingly important, particularly in contexts where algorithmic processes are not fully interpretable (Floridi *et al*., 2018).

Ownership must therefore be understood as a multi-level and relational construct rather than a fixed legal category. Addressing these challenges requires integrative approaches that combine insights from ethics, management, and information systems. Such approaches are necessary to ensure that hybrid intelligence systems contribute to value creation in ways that are both effective and socially responsible.

Future Scholarly Directions

The rise of hybrid intelligence presents significant opportunities for advancing research in business, management, and the creative economy. Future studies are needed to examine how human and artificial intelligence interact across different organizational contexts, industries, and cultural settings. Empirical research can provide insights into how hybrid systems influence performance, creativity, and decision making.

The development of new theoretical frameworks is equally important. Concepts such as distributed cognition, hybrid creativity, and interaction-based value creation require further refinement and operationalization. In addition, research on governance and ethics will play a critical role in shaping how organizations design and manage hybrid intelligence systems.

This editorial invites scholars to engage with these emerging challenges and contribute to a more integrated understanding of value creation in the age of artificial intelligence. By advancing interdisciplinary dialogue and conceptual innovation, the field can better address the complexities of contemporary organizational life.

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