

REVIEWER'S REPORT

Manuscript No.: JNCS-012

Title: Strategic Integration of Artificial Intelligence in Emerging Market Enterprises: Opportunities

Recommendation:

- Accept as it is
- Accept after minor revision.....**
- Accept after major revision
- Do not accept (*Reasons below*).....

Rating	Excel.	Good	Fair	Poor
Originality		--		
Techn. Quality		--		
Clarity		--		
Significance		--		

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Detailed Reviewer's Report

The manuscript titled “Strategic Integration of Artificial Intelligence in Emerging Market Enterprises: Opportunities, Challenges, and Risk Management Perspectives” presents a comprehensive and well-structured examination of AI adoption within emerging market enterprises. The study effectively synthesizes existing literature and integrates theoretical frameworks such as the Technology–Organization–Environment (TOE) framework and Institutional Theory to analyze the opportunities, challenges, and risk dynamics associated with AI implementation. The manuscript demonstrates strong conceptual clarity, an extensive literature review, and a well-organized methodological approach that combines thematic analysis with cross-sectoral comparisons. Particularly commendable is the proposed three-pillar framework (technological, organizational, and regulatory), which provides a coherent structure for understanding strategic AI integration while simultaneously addressing governance and risk management considerations. The discussion of sectoral case analyses (finance, manufacturing, healthcare, and retail) further strengthens the study by illustrating practical applications and contextual nuances across industries.

Overall, the manuscript makes a meaningful contribution to the literature on AI governance, enterprise risk management, and digital transformation in emerging markets. The arguments are logically developed, supported by relevant academic sources, and aligned with current debates surrounding responsible AI adoption. The paper also provides valuable practical implications for policymakers, regulators, and enterprise leaders, particularly regarding regulatory sandboxes, capacity building, and ethical AI governance. While minor editorial improvements such as small grammatical refinements and formatting consistency in certain sections of the manuscript could further enhance readability, these do not affect the quality or validity of the research. Therefore, the manuscript is recommended for acceptance with minor editorial revisions, as it offers timely insights and a robust conceptual framework that will be valuable for both academic researchers and practitioners in the field.

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