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Research Article

Division of Labor-Side Reform Based on A New Theory of Digital Intelligence Manifest-Concealed

Li Jian*

Beijing Xianyin Intelligent Technology Co., Ltd, Beijing, China
* Correspondence: systembeing@163.com

Abstract: The question of where the revolution in human society driven by digital intelligence science and technology will lead global governance reforms is a pressing issue of our time that all nations urgently need to address. Although continuing to rely on the traditional strategy of solving problems through scale expansion can alleviate superficial contradictions in global digital intelligent governance to a certain extent, this scale-oriented mindset falls short of facilitating deep reflection on global governance reform. Based on this, this study proposes a new theory—the "Manifest and Concealed of Digital Intelligence"—by examining the manifest and concealed thinking inherent in current digital intelligence science and technology. Furthermore, the study advocates moving beyond the impasse of scale-based thinking toward a path of global governance reform grounded in structural thinking; specifically, reform centered on the "division of labor-side reform". The study posits that "digital intelligent concealment" refers to the imperceptible existence of certain digital intelligence by humans, while "digital intelligent manifestation" refers to the perceptible breakthrough of human beings that has not yet reached the existence of digital intelligence; for humanity to gain new insights into global governance reform, it must enhance its ability to perceive digital intelligent phenomena, moving from the concealed to the manifest; The "Digital Intelligence Manifestation and Concealment" thinking represents an integration of simple and complex thinking; it serves as a method, strategy, and mindset for addressing global governance reform challenges. The theory of Digital Intelligence Manifest-Concealed can be used to analyze common global issues such as data privacy and division of labor-side reform. Based on this mindset, the division of labor-side reform refers to a good-governance initiative that eliminating work monopolies, breaks through distribution dilemma, provides development opportunities for new talents, and driving economic growth.

Keywords: digital intelligence; manifestation; concealment; division of labor-side reform; global governance

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1. Introduction

As digital intelligence science and technology—hailed as the Fourth Industrial Revolution—continue to drive global governance reforms, people often become overly focused on the large-scale economic and social growth these technologies bring about (Möslein 2025; Tashkinov 2024), while overlooking the structural distribution issues hidden within these global reforms. Whenever global governance faces challenges and the global digital economy shows signs of weakness (Georgescu et al. 2025), people tend to view this as an inevitable growing pain inherent in the early stages of the revolution of digital intelligent science and technology (Routray, Choudhary, and Sinha 2025; Figueredo and Silva 2026); it is believed that as long as we invest fully in new technologies, expand production scale, and develop more powerful digital computing capabilities and artificial intelligence, we will certainly be able to resolve all issues related to global governance reform (Atieh et al. 2026; Nylén and Klitkou 2025). From the perspective of the manifestation of digital intelligence, the rapid development of digital technology iteration may ultimately be able to solve all obvious world reform problems. However, this must be based on people's prior, clear

awareness that the scale of digital and intelligent technologies can have a significant impact on those obvious global governance reforms. Otherwise, when people face unclear global governance issues, these issues often manifest as structural allocation problems and remain concealed, making them difficult to detect and easily overlooked. The growth of digital intelligence technology will be limited by its own necessity.

Precisely because advances in digital intelligent technologies create an infinitely expansive virtual space for the human world (Stuermer et al. 2025), individuals greedily indulge in the transcendence of the limited resources of the objective real world of the past, and become engrossed in the illusions of the digital intelligent virtual world (Şahin and Ayaz-Alkaya 2026), completely unaware of their own continuous decline within the real-world distribution system. Until one day, when they suddenly wake up, they find themselves at the very bottom of society, with no hope of recovery. Even if, driven by the wave of the digital intelligent technology revolution, an individual's current life has become more affluent than in the past, the pace of this enrichment is too slow, the progress too incremental, and the accumulation too meager—to the point that they are falling further and further behind others. In the era of digital intelligence science and technology, the challenge for individuals in the world will no longer be the survival of people represented by land and farmers during the agricultural civilization, nor the social development of people represented by machines and products during the industrial civilization. Instead, the challenge will be about how to abandon these manifest scale thinking? How to recognize the concealed structural thinking that constantly widens the wealth gap?

Of course, the widening wealth gap brought about by this digital intelligent economy not only objectively exists between individuals within a single country, but also widely exists among different nations worldwide, profoundly affecting the stability of global governance reforms. In addition, the disruptive and innovative nature of this wave of digital technologies and generative artificial intelligence relies on the scale effects derived from big data, massive computing power, high energy consumption, and substantial investment (Prieto et al. 2025). As for the groundbreaking research achievements at the level of fundamental principles and model structures of digital intelligence, they are relatively insufficient. If there is no more original innovation contribution from digital intelligence science and technology, it will be difficult to achieve the expected strong artificial intelligence solely through scale expansion, and it will be even more difficult to move towards general artificial intelligence. Therefore, in the field of digital intelligence science and technology, scaling up can only address issues at the manifest level—where "brute force" yields result—but how to effectively manage structural allocation, adjustment, or innovation at the latent level holds greater potential and is of critical importance.

In this paper, we present an argument for analyzing global "division of labor-side reform" using the concepts of the manifestation and concealment of digital intelligence and the corresponding modes of thinking. We first define the manifestation and concealment of digital intelligence and their associated modes of thinking, while also attempting to apply these concepts to solve global challenges in digital intelligence. Then, based on the interdisciplinary system synthesis method, we further explore the issue of division of labor-side reform by applying the thinking modes of digital intelligence manifestation and concealment. The purpose of this paper is to raise awareness of the shortcomings of large-scale digital intelligent development at the manifest level in global governance reform and to stimulate interdisciplinary exploration of the concealed aspects of division of labor-side reform.

2. Global Reform and Governance Thinking of Digital Intelligence Manifest-Concealed

Recognizing digital intelligent phenomena is a process of manifesting the concealed digital intelligent world. Digital intelligent concealment refers to humanity's inability to perceive certain digital intelligent entities. Digital intelligent manifestation refers to humanity's breakthrough in perceiving digital intelligent entities that were previously beyond our reach. In the digital intelligent era, global concepts of reform and governance thinking cannot be separated from the perception and understanding of the transition from digital intelligent manifestation to concealment. Therefore, global reform and digital intelligent governance depend on the expansion of humanity's perceptible range within the digital intelligent world. This process of expansion, transcendence, or breakthrough represents humanity's repeated progression from digital intelligent concealment toward digital intelligent manifestation—

a new form of digital intelligent cognition (Prieto et al. 2025). Consequently, for humanity to gain new insights into global governance and reform, it must enhance its ability to perceive the digital intelligent realm as it transitions from the concealed to the manifest. This drives humanity to continuously and systematically synthesize various forms of life perception, integrating them into new sciences, technologies, methods, or tools. Then, by leveraging these new, disruptive, and breakthrough scientific and technological advancements, humanity can transcend its previous scope of digital intelligent perception, and manifest those aspects of the digital intelligent realm that remain in a concealed state.

The emergence of digital intelligent phenomena must be grounded in computer science and technology to find a thinking carrier with material objective existence. Thus, from the perspective of computer technology logic, the thinking mode of digital intelligence—which oscillates between the manifestation and the concealment—can be viewed as a form of digital logical thinking inherent in computer programs, and can therefore be represented by the binary digits 0 or 1. Typically, 0 is referred to as "false" (off) and can be regarded as the concealed state; 1 is referred to as "true" (on) and can be regarded as the manifest state. Together, they constitute a simple binary or dual-valued system. In the course of its evolution, this binary "0 or 1" digital intelligent manifest-concealed thinking system has given rise to thinking categories such as manifestation and concealment, the manifest and the latent, the explicit and the implicit, the dominant and the recessive, revelation and hiding, and exposure and obscuration. However, this digital intelligent manifest-concealed thinking, based on the logic of computer technology, is difficult to directly apply to global reform and governance. This is because global governance reform is a complex system that manifests itself through complex modes of thinking. The governance of human society does not address issues of absolute certainty, but rather a multitude of uncertainties. These uncertainties pose immense challenges of complexity to social governance. Therefore, governance cannot be based on a simplistic, either-or, binary 0-1 mechanism or dualistic opposition; rather, it must be a complex form of thinking that addresses a vast array of uncertainties, ambiguities, and transitional states. Nevertheless, this binary "0 or 1" digital intelligent explicit-implicit thinking system still offers a strategic approach—using simplicity to manage complexity—for addressing the complex governance challenges of human society. Therefore, the digital intelligent manifest-concealed theory we aim to construct is an integration of simple and complex thinking: it retains the original simplicity of "0 or 1" thinking, the two-state "either-or" dichotomy, while adding a transitional state of complexity that allows for "both-and" thinking. In other words, the transition in digital governance from the manifest to the concealed—or from the concealed to the manifest—can be a clear-cut transformation. For example, through a digital transaction, data that was previously hidden by the seller can be directly and clearly revealed to the buyer. Alternatively, it can involve a transition that is both explicit and implicit, manifesting as a range of uncertain multiple possibilities, such as the utility value of data after a transaction.

The manifestation and concealment of digital intelligence represent an approach, strategy, and mindset for addressing global reform and governance issues. For example, the level of digital intelligent development in rural areas often lags behind that of urban areas. This is not only because policies typically prioritize relatively more developed cities when implementing digital intelligent governance initiatives, but also because rural and urban areas have different needs regarding digital intelligent governance. This inevitably results in the objective existence of a digital intelligent divide between urban and rural areas in terms of synchronicity. Of course, from the perspective of an ideal public and equitable supply-side approach, providing balanced digital intelligent resources and technologies to both urban and rural areas is a highly favored measure of good governance. The benefit of this approach is that it promotes urban-rural equity, narrows the gap in digital intelligent development between urban and rural areas, and thereby advances the resolution of urban-rural governance issues. However, when viewed through the lens of urban and rural realities, this synchronous digital intelligent divide cannot be completely bridged. Why has such a situation in urban-rural governance arisen? From the perspective of the digital intelligence manifestation and concealment, we may gain insight into a different reality. Rural digital intelligent governance must, on the one hand, move toward the "past" of the city—that is, the re-emergence of the city's hidden past—otherwise, the countryside would have to directly embrace the city's "future", a form of digital intelligent governance that even today's cities struggle to comprehend, let alone the countryside. On the other hand, it must move toward the future of the countryside, considering the past of the digital intelligent countryside to fully manifest hidden governance issues and continuously improve rural digital intelligent development. Therefore, for urban-rural governance, bridging the digital intelligent divide is not a

unique solution; it must also involve examining the present realities of both urban and rural areas to discern the multiple layers of what is hidden and what is revealed.

To better understand the reform and governance mindset in this world of digital intelligent manifest-concealed, we can consider the following reflections on the issue of data privacy, a problem that is universal across the globe. Suppose that in recent years, data privacy cases have occurred frequently in a certain region, as shown in Figure 1, where time is represented on the horizontal T-axis and the number of cases on the vertical K-axis. If the number of cases this year is M = 1,000, it is projected that next year the number could reach a maximum of N = 2,000.

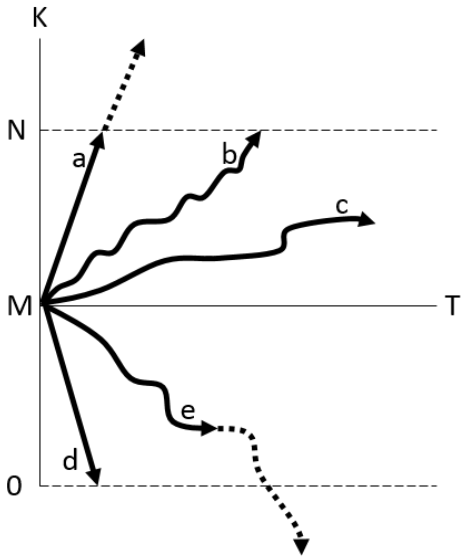


Figure 1. Digital Intelligent Manifest-Concealed Perspectives on Data Privacy Issues

First, if a non-regulatory strategy is adopted, this case will follow Line a, quickly reaching and surpassing value N from value M. If current data privacy issues are ignored, the resulting criminal industry chain, scale of participation, and social norms will soon bring the hidden regulatory dilemma to light.

Second, if a simplistic governance strategy is adopted—such as imposing harsher criminal penalties for data privacy violations—the impact of severe retrospective punishment will delay the time it takes to reach value N. Due to the constant adjustment of penalty severity, the trajectory will be non-linear, following Line b.

Third, if a strategy combining manifest and concealed governance approaches is adopted—employing an interdisciplinary system synthesis method—the focus will not be limited to criminal penalties but will also explore the question: Why were no crimes committed yesterday? What underlying concerns led law-abiding citizens—who committed no crimes yesterday—to become involved in criminal activity? Consequently, cross-domain systemic causes, such as digital technology vulnerabilities, biased family upbringing, personal financial crises, defects in intelligence products, and an unfavorable social environment—will emerge from obscurity. This will enable the identification of common pathologies within the digital intelligent society, allowing governance efforts to address these hidden root causes, and the number of cases will follow Line c.

Further reflection on this can be expressed as follows: Assuming the data privacy problem system is S1, then S1 contains two core subsystems: x (data) and y (privacy). That is, $S1 = x \cdot y$.

1) When $x = 0$ and/or $y = 0$, the data privacy issue S1 will follow Line d and become 0. That is, once x "data" and/or y "privacy" disappear, S1 ceases to exist, and data privacy cases disappear accordingly.

2) Otherwise, when $x > 0$ and $y > 0$, S1 exists. The value K for data privacy cases will not disappear. That is, $K(S1 = x \cdot y)$.

3) When x and $y \neq 0$, if an interdisciplinary system S2 is introduced for comprehensive management, the number of cases will follow the trend of Line e, decreasing from M to 0. That is, S1 + S2. S2 = Legal W1 + Economic W2 + Educational W3 + Medical

W4 + … Wn. S2 is a system distinct from S1 that encompasses multiple domains—including law, economics, education, and other fields—represented by Wn.

4) As shown in Figure 1, can the number of cases reach a value of 0? Statistically, it is possible for the number of cases to be 0. However, this does not mean the problem has disappeared; rather, it indicates that the number of cases fails to reflect underlying data privacy issues, at which point the e-line reaches 0. This phenomenon can be referred to simply as "case expression failure" or "case failure."

5) Does a value below 0 for the number of cases still hold significance? It is meaningful for data privacy governance. When the phenomenon of "case failure" occurs, although the number of cases = 0, but $x > 0$, $y > 0$, and $S1 > 0$, it will follow the e-line and go below 0, exceeding the scope of case expression. This requires returning to the data privacy issue itself, adopting a mindset that shifts from implicit to explicit, and using the governance strategies of digital intelligent manifest-concealed to open up more new areas of governance. That is, S1 → S2.

6) Here, the "manifest-concealed" governance strategy requires an interdisciplinary cognitive foundation. That is, it must address S1 + (Legal W1 + Economic W2 + Educational W3 + Medical W4 + … Wn). It involves moving beyond the already manifest cognitive domain of data privacy to explore more hidden cognitive domains, thereby constructing a multi-domain model of world cognition.

7) At the same time, the strategy of "manifest-concealed" governance also requires a system synthesis solution. That is, governance Z = S1 + Legal W1 + Economic W2 + Educational W3 … Wm. $Wm \in Wn$, where Wm is a subsystem of Wn. Furthermore, $S1(x, y) + S2(W1, W2, W3 \ldots Wm) \Rightarrow S3(V1, V2, V3 \ldots Vn)$. S3 is a system of a new nature, generated through the integration of S1 and S2; it represents a cross-domain reorganization of elements designed to address specific data privacy issues. Specifically, suppose the effectiveness of digital intelligent governance in one region is based on the experience of S1 + W3, summarized as the V1 model; in another region, governance is based on the experience of S1 + W5, summarized as the V2 model; and so on. In this way, governance practices across multiple regions converge to form the S3 system comprising various experiential models V1 through Vn.

These experiences and models hold some reference value for similar regions. However, in different regions—given variations in digital intelligent governance levels and technologies—their reference value is not only limited but may even prove counterproductive. Moreover, S3 is a huge and complex system; any simplistic replication would obscure region-specific data privacy issues. Therefore, while S3 is impressive and rich, it often serves only as a diachronic reference rather than a fundamental governance solution. In the face of ever-evolving data privacy challenges, we still need to return to a mindset of manifest-concealed governance. Using an interdisciplinary system synthesis method, we must explore, reorganize, and synthesize specific strategies tailored to new and concrete data privacy issues.

3. Division of Labor-Side Reform from the Perspective of the Digital Intelligence Manifest-Concealed

Our position is that, in the face of future global reform and governance challenges in the era of digital intelligence, it is difficult to fundamentally resolve these challenges by relying solely on the scale thinking that is manifested. We also need to face the deep-seated challenges of the human division of labor by adopting a concealed structural thinking. Only by adopting this new problem-solving thinking of digital intelligence manifest and concealed can we achieve breakthrough progress in global reform. Therefore, we believe that humanity urgently needs to engage in exploratory, systematic thinking regarding global division of labour-side reform from the perspective of the digital intelligence manifestation and concealment. As illustrated in Figure 2, the following considerations can be made:

1) From the perspective of manifest thinking, it is reasonable that any country in the world—whether it distributes income according to factors or according to labour—achieves prosperity through honest work (Smith 1776). Imagine a delivery person A, who delivers five packages on the first day and earns 5 yuan. On the second day, A delivers 10 packages and should therefore earn 10 yuan. By extension, A earns more by working harder and can thus become wealthy.

2) Under concealed thinking, assume that with the support of digital intelligence science and technology, and all other current conditions, A can deliver a maximum of 100 packages per day and earn 100 yuan. However, one day, A suddenly becomes extremely wealthy because A earned 10,000 yuan in a single day. This contradicts the original assumption.

3) Returning to manifest and concealed thinking, given that A's job as a courier allows for a maximum of 100 deliveries per day, the next day, A cannot possibly deliver 101 packages. Unless A is dishonest in their work and undermines the principle of distribution according to labor, A would not suddenly become wealthy, creating a huge wealth gap with courier B.

4) Manifestly, such a disparity between A and B leads to the concentration of wealth in the hands of a few people A, while the majority of people B have insufficient disposable income, inevitably leading to poor consumption. At this point, according to traditional practices, reforms should be made. If B's consumption is insufficient, then demand-side reforms should be carried out, with adjustments to the distribution system to stimulate B's consumption; If A's demand cannot be met, then supply-side reforms are implemented to promote industrial upgrading, improve product quality, and stimulate A's consumption.

5) Based on concealed thinking, B might consume up to 100 yuan per day, while A consumes 10,000 yuan per day. However, setting aside scenarios where purchasing power is overextended, it is impossible for B to consume 100 yuan daily. This is because A has taken a portion of B's money. This occurs because A can only earn 10,000 yuan per day by holding multiple positions simultaneously.

6) From both manifest and concealed perspectives, the so-called "holding multiple positions" here does not mean that A can clone themselves to deliver 10,000 packages daily, but rather that A uses B as an outsourced contractor. In this arrangement, B must allocate a portion of their daily maximum of 100 deliveries to A's performance metrics, or B may assign all deliveries to A, after which A pays B a portion of the money. Why would B act as A's outsourced contractor? Because A has monopolized the job. A has created a scarcity of work, which has led to the reduction or disappearance of high-quality positions, and in turn, has even left C with no job to do.

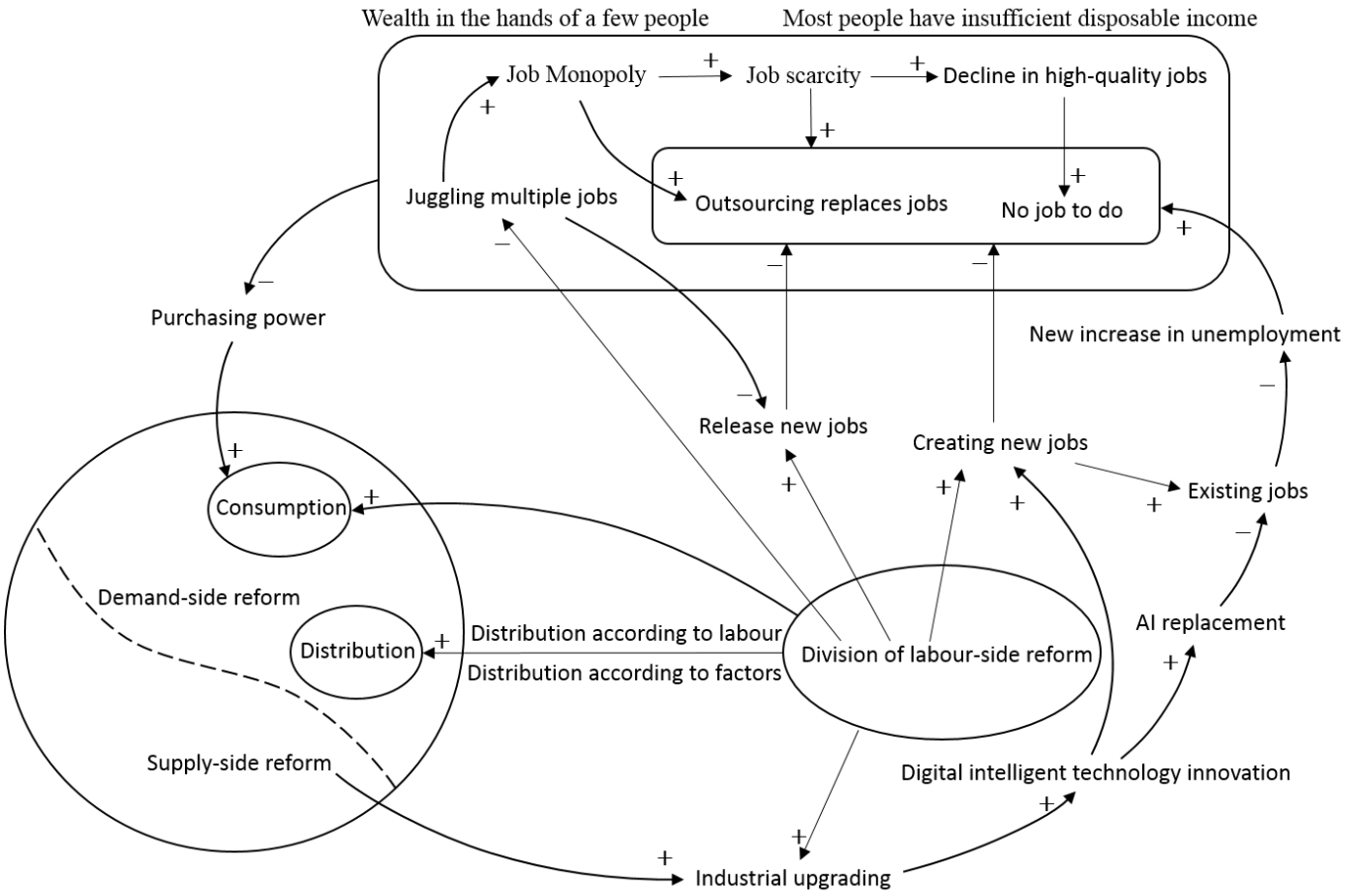


Figure 2. The Manifest and Concealed Thinking of Digital Intelligence and Division of Labor-Side Reform.

For example, consider any citizen of a country: this person might simultaneously hold the roles of Party and government leader, administrative leader, university leader, teacher, professor, academic expert, doctoral advisor, master's advisor, editor, peer reviewer, association president, society council member, technical expert, thesis defense committee member, entrepreneur, and so on. This individual alone occupies several, a dozen, or even dozens of social positions. But how could this person possibly hold so many positions simultaneously? Unless they outsource the work and have others complete these tasks for them. The massive monopolization of positions by this individual leads to a severe imbalance in the division of labor-side, resulting in an absurd social structure. The general public in this country will not accept such a division of labor, and young people will have no hope.

With the advent of innovations and revolutions in digital intelligence science and technology, existing jobs in the human world are already facing phased challenges from artificial intelligence replacement, manifesting as a reduction in jobs, new increase in unemployment, and the dilemma of insufficient consumption. If countries around the world continue to adhere to distribution according to factors or distribution according to labor, they must carry out the division of labor-side reform in order to succeed. Once an individual is assigned an administrative position, they should not monopolize so many teaching, research, or editorial jobs. Positions such as teachers, editors, peer reviewers, and master's thesis advisors should be established as distinct jobs and allocated to individual citizens, giving everyone the opportunity to develop and make a living. Only then can work and wealth be distributed more reasonably to those who need them most, and global consumption will be boosted as a result. The more digitally and intelligently advanced future society becomes, the more necessary it is to restrict the monopolization of jobs by those holding multiple positions. Only by releasing new jobs from existing jobs, creating new jobs, and providing more opportunities for honest workers and newcomers can distribution according to factors or labor truly function, governance become more stable, and consumption gain vitality. Therefore, looking toward a digital intelligent future and grounded in the manifest-concealed thinking, the division of labor-side reform mentioned here refers to a good-governance measure aimed at eliminating monopolies on jobs, breaking through distribution dilemma, providing development opportunities for newcomers, and driving economic growth.

4. Conclusion

Looking toward a future of digital intelligence, while the field of global governance reform utilizes the vast amounts of data generated to build virtual spaces, it must also elevate human governance thinking based on the objective realities of global progress in digital intelligence, and explore solutions to the academic challenges jointly faced by the world in the digital intelligence era. To this end, we have tentatively proposed the theory of digital intelligence manifestation and concealment and its corresponding mindset, and based on this, we have conducted a systematic discussion of issues such as the digital intelligent divide, data privacy, and division of labor-side reform. This theoretical construction of digital intelligence manifestation and concealment is just a desperate attempt to find a way forward; it cannot possibly address all aspects of the global governance reform system, which leaves ample room for future research. We believe that with the rapid development of humanity's future digital intelligent infrastructure and the continuous innovation of foundational theories in the field of global governance reform, the "Digital Intelligent Manifestation and Concealment" mindset will inevitably yield more possibilities for original theoretical construction. Consequently, new theories of global reform that keep pace with the times, along with new digital intelligent technologies, will manifest from concealment.

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