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**IMPACT OF ARTIFICIAL INTELLIGENCE ON MANAGEMENT  
DECISION-MAKING: THE EXAMPLE OF NETFLIX**

In today's world, the use of artificial intelligence to solve many problems has become commonplace for a large number of people. Given the current pace of technology development and the enrichment of opportunities for artificial intelligence tasks, it has become a tool that has significantly changed the approach to management in many companies [10]. Netflix is a vivid example of an enterprise that has successfully implemented AI algorithms and achieved impressive results.

The purpose of this study is to analyze the impact of artificial intelligence on managerial decision-making at Netflix.

Artificial intelligence is a key tool for analyzing large amounts of data and making business decisions. Based on the article by Kaggwa et al., the integration of AI increases corporate efficiency and contributes to the development of flexible business strategies [5]. As emphasized in the publication Vivek, Krupskyi (2024), the combination of emotional intelligence and artificial intelligence opens up new prospects for the transformation of leadership, which allows improving the quality of management decisions by balancing algorithmic efficiency with human empathy and ethics [11].

Another study on which the article was based, Attard-Frost et al. [2], analyzed the ethical aspects of AI. It considered the problems of confidentiality, algorithmic bias and transparency and reached some conclusions. The use of artificial intelligence allows optimizing many processes, in particular strategic decision-making; however, there is a significant risk of reducing creativity and innovation, since AI cannot take into account all conceptual factors. It is worth adding that it also builds its argumentation on historical sources, which can lead to stereotypes in the hiring, recommendation and planning processes. The study believes that the most effective results are achieved by a hybrid approach, where AI complements, rather than replaces, human management.

Netflix was one of the first to implement artificial intelligence in its work. It uses it for a number of management processes. According to the official source

Netflix research [8], the organization uses the following approaches to machine learning: personalization algorithms that allow the company to recommend content to users based on their preferences and tastes, as well as similar audiences, analyzing market trends and deciding which stories and actors are worth investing resources in and have the potential for Netflix's success, as well as automating systems that analyze the effectiveness of marketing campaigns and adjust them in real time.

Anand Rao (2017) adds that Netflix not only recommends content, but also uses artificial intelligence for strategic decisions regarding the financing of new projects [9]. Thus, the company itself confirms that AI is a significant element of its business strategy. Netflix is also using AI in its marketing strategies. For example, AI analytics allow it to create personalized email campaigns and push notifications, which increases viewer engagement and reduces the percentage of users who cancel their subscription [3]. Another important ethical aspect of using AI is account security. Netflix uses AI to detect suspicious activity on accounts, such as attempted account hacking or misuse of passwords [6].

Such features reduce search time for users, which helps to retain customers on the platform, optimize the budget for the production of series and films, based on the analysis of the success of the released content, and automate marketing strategies, selecting advertising based on the preferences of viewers. These processes correspond to the concept of “Augmented Intelligence”, when artificial intelligence does not replace managers, but assists them in making more effective decisions [9]. This provides Netflix with a competitive advantage over traditional media companies that still rely on classic approaches to content strategies.

Artificial intelligence has become a key element in Netflix's strategic management. However, it is worth objectively assessing the effectiveness and taking into account potential risks. According to a McKinsey study (2023), the use of AI in business strategies can increase the effectiveness of marketing campaigns by 5–15%, which is equivalent to an increase in overall marketing productivity of \$463 billion annually [7]. It is also worth adding that generative AI can add up to \$4.4 trillion to global productivity, providing companies with more effective methods for personalizing content, analyzing consumer data and optimizing advertising strategies.

In the article Gibson (2024) cited the following statistics, namely, 79% of corporate strategists believe that AI and analytics will be critical to the success of

organizations in the near future, and that 73% of American companies have already implemented AI in some aspect of their business, bypassing those who have not yet begun to experiment with the new technology [4]. These data emphasize the rapid spread and significant potential of generative artificial intelligence in transforming the modern consumer business environment.

Considering the studies above, the need to use artificial intelligence in modern management becomes obvious. Examples of Western media companies, in particular Netflix, can provide an incentive for the development of Ukrainian media companies. According to a study by Ya. Mashkova, only 22% of Ukrainian editorial offices use AI on a permanent basis, which, in addition to significantly reducing possible results, if we recall the study above, can also significantly reduce the competitiveness of Ukrainian companies in the global information space [1].

The use of artificial intelligence (AI) significantly changes approaches to management decisions in modern companies, which is well illustrated by the example of Netflix. However, along with numerous advantages, such as improved efficiency and increased competitiveness, there are also risks, in particular regarding ethics, transparency of algorithms and a possible decrease in creativity. A hybrid approach, when AI complements, rather than replaces human management, is the most effective.

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## **СТРАТЕГІЧНІ ВЕКТОРИ МОДЕРНІЗАЦІЇ СИСТЕМИ УПРАВЛІННЯ ПЕРСОНАЛОМ В УМОВАХ ВОЄННОГО СТАНУ**

У сучасних умовах воєнного стану в Україні, коли ринок праці зазнав значних змін через міграцію населення та зупинку діяльності підприємств, питання ефективного управління персоналом набуває особливої актуальності. Для забезпечення конкурентоспроможності підприємств не лише на внутрішньому, але й на міжнародному ринках, необхідно приділяти увагу не лише технологічному рівню виробництва, а й професіоналізму співробітників та ефективності управлінських рішень. В умовах високих ризиків, пов'язаних з війною, особливого значення набуває застосування сучасних інноваційних технологій управління людськими ресурсами, здатних забезпечити стабільне функціонування та сталий розвиток підприємств.

Внаслідок зниження обсягів виробництва, проблем логістики та збуту, обмеженістю фінансів, фізичною втратою активів, потребою евакуюватися методи управління бізнесом суттєво змінилися. У цій загальній зміні бізнес-процесів на підприємствах вагомого значення набули зміни в управлінні персоналом, які й забезпечують бізнес-процеси. На перше місце вийшли проблеми не розвитку, а виживання бізнесу, а відтак й спрямування зусиль на збереження/утримання професійних кадрів набуває особливого значення [1].