一、情境：已經確定論文題目了

二、研究題目：生成式 AI 工具對中小企業業務流程改善之影響：以台灣零售業為例

The Impact of Generative AI Tools on Business Process Improvement in SMEs: A Case Study of the Taiwan Retail Industry

SMEs（**Small and Medium-sized Enterprises**）中小企業

三、目的：要寫【第二章文獻回顧】的【2.3 AI對業務流程改進的實證研究】

注意：通常「2.3 實證研究」是文獻回顧的靈魂與主體，篇幅建議佔第二章的 40% 到 50%（約 3 到 5 頁 Word，超過20篇參考文獻）。

四、使用工具：Elicit

功能：目前精準度極高的學術 AI 引擎，能即時檢索海量文獻並產出具引註的綜述。適合用於快速掌握研究現況、進行多篇論文的橫向對比與數據提取。

五、為什麼文獻的實證研究要使用Elicit，而不是Google Scholar、Consensus、或scisapce

(1) Elicit 的特色

當輸入題目進行搜索時，Elicit 有以下特色：

- 語義搜索 (Semantic Search)：
  不同於 Google Scholar 僅匹配關鍵字，Elicit 會理解您題目的「意義」。即便某些論文沒寫到 "SMEs" 而是寫 "Small Businesses"，它也能辨識並找出來。
- 可以手動篩選論文並進行問題提問與總結（免費版）：
  它允許海量文獻中初步篩選出想要勾選的最相關的論文，並在根據你的提問，進行解析與回答。

- 提取關鍵數據:
  可以讓它列出【矩陣表格】經行多參數的比較，設定多個比較欄位，例如:「研究方法」、「參與對象」以及「主要發現」。

工具	最強項 (2026 年現況)	適合您的情境
Consensus	**快速結論與共識度分析**	當您想確認「學界目前對 GenAI 的影響是否有定論」時。
Elicit	**結構化數據提取（Data Extraction）**	當您想從 20 幾篇論文中精確提取「實驗對象」或「具體產出數值」時。
SciSpace	**與 PDF 對話及表格處理**	當您已經找好 25 篇論文（如 Zotero 匯入），想批次詢問細節時。

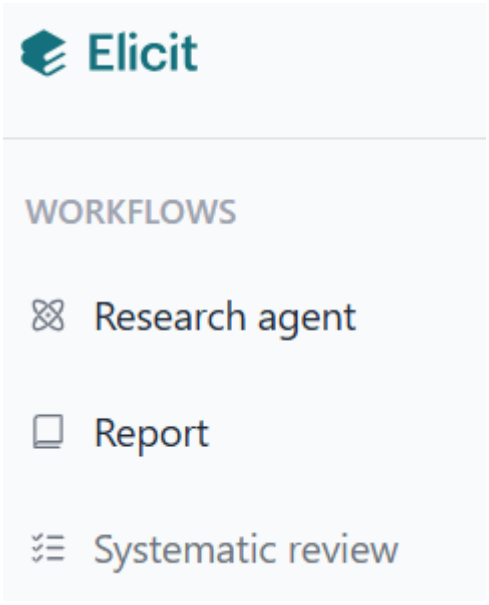
(2)Elicit 免費版使用的限制與須知:

- 免費版，有很多限制，例如:讀取的論文數，最多8篇，無法輸出export
- Elicit 的免費版(Basic)與付費版(Plus、Pro、Scale)在 2026 年的主要差異在於工作流次數、數據提取深度以及專業研究工具的權限。
- 以下為各版本的功能詳細對比:

功能項目	免費版 (Basic)	Plus 方案	Pro 方案
每月工作流 (Workflows)	2 次	4 次	12 次
表格提取列數	2 列	5 列	20 列
報告提取來源數	10 篇文獻	25 篇文獻	40~135 篇文獻
系統性綜述 (Systematic Review)	不支援	不支援	**支援**（可篩選 5,00 文獻）
匯出功能 (CSV/BIB)	不支援	支援	支援
每月參考價格	免費	約 $10 - $12 USD	約 $42 - $49 USD

六、免費版Elicit用【Research Agent】模式來探勘文獻：

(1)Elicit的三種主要的工作流模式：



1. Research agent (研究代理)，免費版每個月5000積分

- 它是什麼：這是最基礎也最常用的功能（預設搜尋模式）。它會針對輸入的問題搜尋文獻，並生成一個帶有引註的初步回答。
- 免費版可以使用嗎：可以。
  - 限制：免費版每月有固定的 **Credits (積分)** 額度（通常是 5,000 Credits）。每次提問、篩選或要求 AI 總結都會消耗積分。一旦積分用完，就必須等到下個月重置或購買額度。

2. Report (研究報告)，必須付費

- 它是什麼：這是一個更深度的功能。它不僅是找論文，還會分析多達 **80** 篇 以上的資料來源（包含您上傳的 PDF），然後撰寫一份結構完整的長篇分析報告。
- 免費版可以使用嗎：不行（或極度受限）。
  - 限制：根據 Elicit 的最新政策，產出完整的 Report 通常需要 **Pro** 以上的付費會員。免費版用戶通常只能看到範例或生成極短的摘要，無法享受「多文獻深度整合」的完整功能。

3. Systematic review (系統性綜述)，必須付費

- 它是什麼：這是針對「學術寫作」設計的高階功能。它會模擬人

類做「系統性文獻回顧」的流程：自動篩選上千篇論文、建立納入/排除標準、並自動提取數據。

- 免費版可以使用嗎：不行。
- 限制：這完全是為專業研究者設計的 **Pro/Ultra** 功能。它需要極大的運算資源來處理成百上千的文獻，免費版的積分制度無法支撐這種高強度的分析。

(2)用Elicit的【Research Agent】模式，提出問題：

👉第一步：提示詞

How does Generative AI improve business processes in SMEs?

(3)查詢結果，免費版只給8篇論文，分析文字也太少：

A.注意：通常「2.3 實證研究」是文獻回顧的靈魂與主體，篇幅建議佔第二章的 40% 到 50%
(約 3 到 5 頁 Word，參考文獻最少20篇)。

B.結論：免費版的Elicit採用【Research Agent】模式來分析，無法當作碩士論文的文獻回顧2.3.實證研究章節的內容

GenAI seems to help SMEs most where work is text-heavy, repetitive, or judgment-heavy: the papers I found repeatedly point to content creation, customer engagement, automation, and decision-making, and a 2025 review of 50 studies says AI and GenAI are being used to raise efficiency, decision-making, and innovation across sales and marketing, operations and logistics, finance, and other business functions.
The practical effect is usually faster information flow and better decisions rather than full autonomy. One 2024 SME paper frames GenAI as a way to enhance operational efficiency and strategic decision making; a South African SME study reports notable improvements in data-driven decision-making, operational efficiencies, and market expansion strategies; and a 2026 cross-sectional survey of 392 SME employees found significant links between GenAI acceptance, innovation performance, and strategic decision-making speed.
The same literature keeps the constraints in view: lack of technical expertise, initial setup costs, and concerns over data security show up repeatedly, and several papers stress that long-term benefits depend on strategic implementation, regulatory frameworks, and digital literacy. In more process-specific work, one supply-chain framework argues GenAI can speed disruption response by generating scenarios and evaluating mitigation

strategies, while a risk-management case study uses the same logic for SMEs in a concrete workflow.
Most of what surfaced was review, qualitative, or cross-sectional survey work, so the evidence base is better at showing plausible and repeatedly observed gains than hard ROI estimates. This is from an initial search, so a deeper pass could separate measured productivity gains from the broader adoption literature.

2.3 AI 對業務流程改進之實證研究
綜觀當前實證研究，生成式人工智慧（GAI）在中小企業（SMEs）的應用成效，主要體現於高頻率、重複性高且需大量判斷的知識密集型工作中。根據最新文獻綜述（Dinh et al., 2025），GAI 已廣泛滲透至行銷、營運物流、財務管理等核心職能，顯著提升了企業的決策效率與創新動能。

2.3.1 決策效能與營運效率之提升 實證數據顯示，GAI 的導入能顯著加速資訊流轉並優化決策品質。在針對南非中小企業的質性研究中（Muzuva et al., 2024），研究指出 GAI 在數據驅動決策與市場擴張策略上具有顯著貢獻。此外，一項針對 392 名中小企業員工的橫斷面調查（Deveciyan et al., 2026）進一步證實，員工對 GAI 的接受度與企業的創新表現及戰略決策速度之間存在顯著正相關，顯示 GAI 能透過加速決策路徑來強化組織競爭力。

2.3.2 供應鏈韌性與風險管理應用 除了通用的管理職能，部分研究聚焦於特定業務流程的自動化改進。例如在供應鏈管理方面，研究者提出了一個整合 GAI 的決策框架，透過生成模擬情境來加速企業對供應鏈中斷事件的應變速度（Ahmad et al., 2024）。在風險管理範疇，個案研究顯示利用檢索增強生成（RAG）技術，能協助中小企業在複雜的法規環境中實現自動化風險評估與監控（Leonard et al., 2026）。

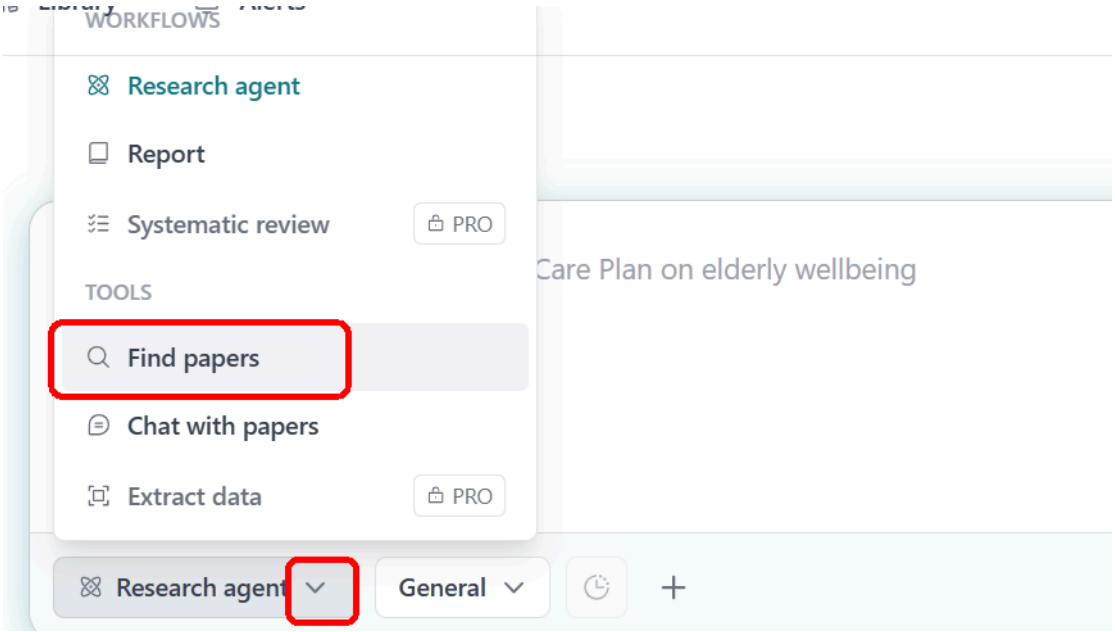
2.3.3 導入限制與實務考量 儘管實證結果多持正面評價，文獻亦強調了中小企業在導入過程中所面臨的結構性障礙。主要限制包括技術專才匱乏、初期建置成本高昂以及對資訊安全的顧慮（Muzuva et al., 2024）。現有研究（Dinh et al., 2025）一致認為，GAI 的長期效益高度依賴於企業的戰略執行力、數位素養（Digital Literacy）以及完善的法規監管框架。

七、免費版Elicit用【Find Papers】模式來探勘文獻：

（1）先找到20篇左右的相關論文（免費版使用【Find Papers】模式）：

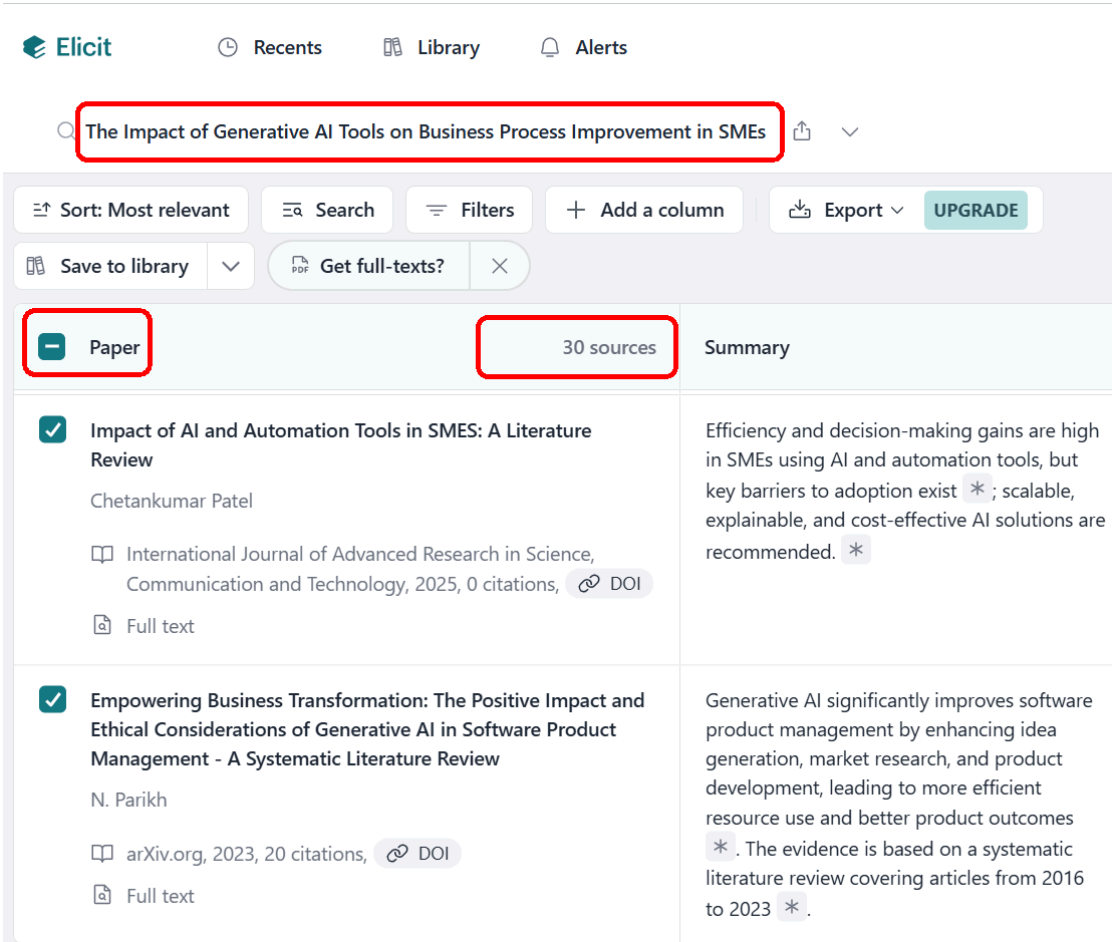
免費使用Elict，如何能夠破解只能夠讀入8篇論文的限制呢？
方法：使用【Find Papers】模式
原理：先找到2.3章節所需要的20篇左右的論文
然後：再勾選這20篇論文，進行搜索分析

👉**第一步：選擇【Find Papers】模式**



👉第二步：輸入提示詞（要找20～30篇左右論文）

The Impact of Generative AI Tools on Business Process Improvement in SMEs



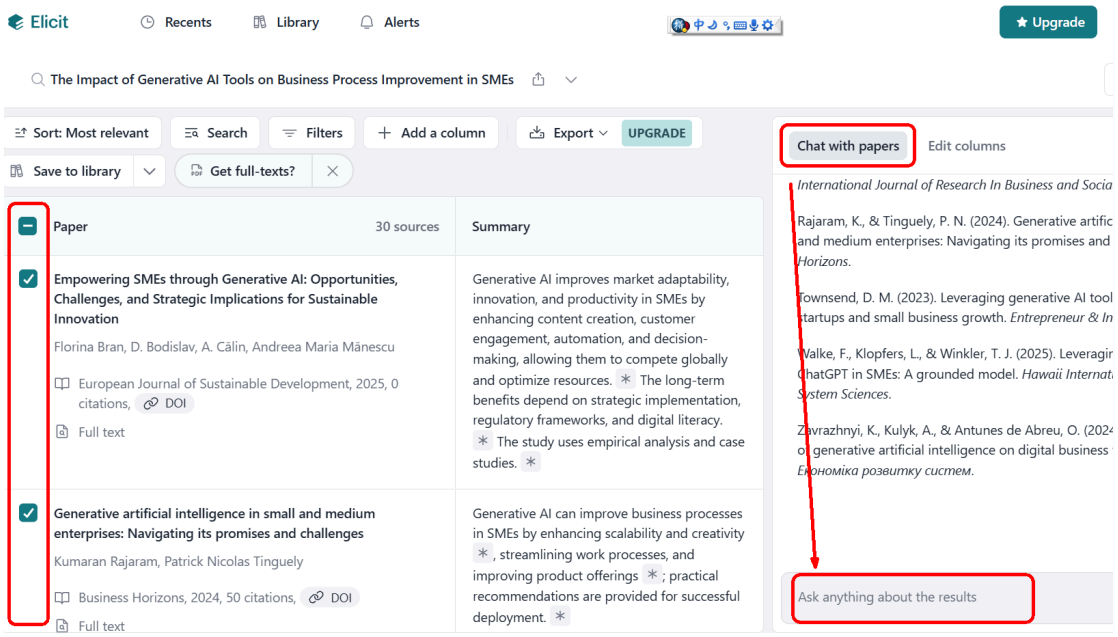
Load More Papers，一次新增10篇論文

若是標題與論文無關，就不要勾選

Paper	30 sources	Summary
G. Ayzel The Women's Liberation Movement in Russia, 2019, 299 citations, DOI Abstract only		but specific evidence and methodology details are not provided.
How generative AI models such as ChatGPT can be (mis)used in SPC practice, education, and research? An exploratory study F. Megahed, Ying-Ju Chen, Joshua A. Ferris, S. Knoth, L. A. Jones-Farmer Quality Engineering, 2023, 154 citations, DOI Full text		Generative AI models like ChatGPT can improve efficiency and productivity in SPC * but have limitations and can produce misleading results *; they must be validated and used with other methods for accuracy. * (Exploratory study with structured prompts.)

Load More Papers

(2)勾選這20篇論文，用右側的【Chat with Papers】，進行資料探勘（想知道，過去使用生成AI工具對於中小企業改善業務流程，做了哪些研究？）

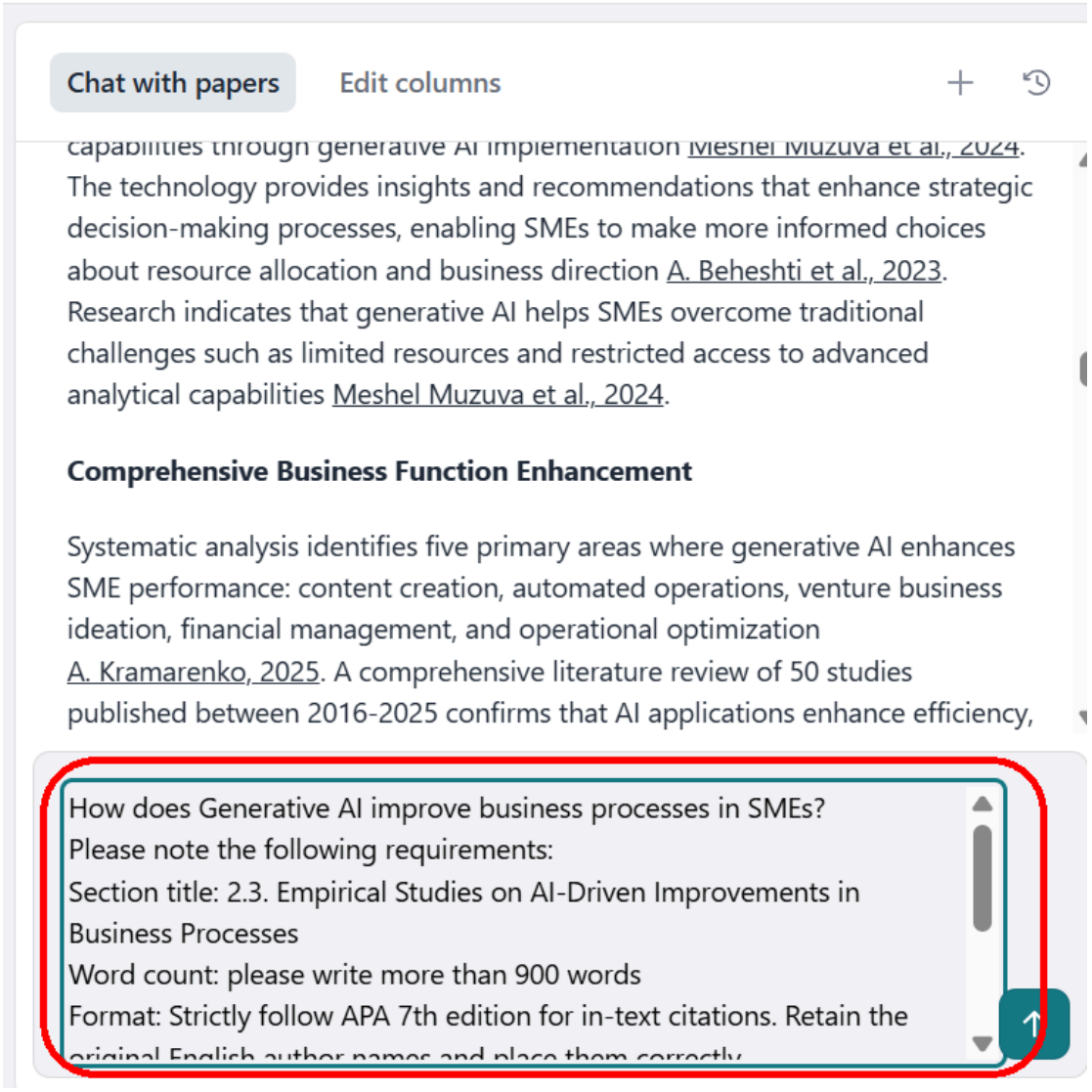


👉第三步：輸入提示詞（進行20篇論文的資料分析探勘，想知道，過去使用生成AI工具對於中小企業改善業務流程，做了哪些研究？）

How does Generative AI improve business processes in SMEs?
Please note the following requirements:
Section title: 2.3. Empirical Studies on AI-Driven Improvements in Business Processes
Word count: please write more than 900 words
Format: Strictly follow APA 7th edition for in-text citations. Retain the original English author names and place them correctly.
Tone: Convert into a rigorous academic writing style (avoid expressions such as "I think" or "I believe"; instead use phrases like "research indicates" or "it is evident that").
Finally: Include references that conform to APA formatting.

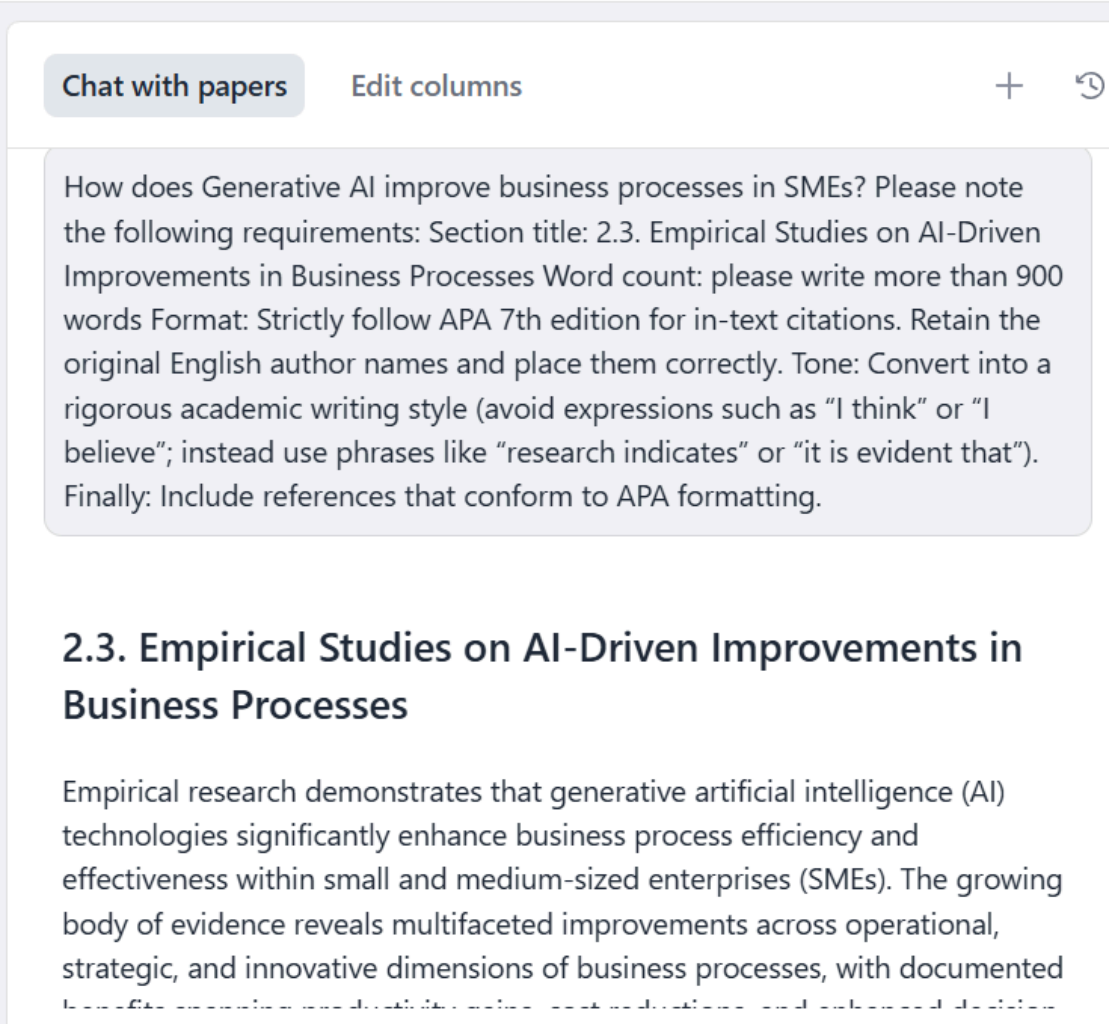
生成式人工智慧如何改善中小企業（SMEs）的業務流程？
注意以下事項：
本段標題: **2.3.AI 對業務流程改進的實證研究**：

字數:請撰寫超過 **900** 字
格式: 嚴格遵守 **APA** 第七版 格式進行文中引註。請將英文作者姓名保留，並放在正確位置。
語氣: 轉化為嚴謹的學術論述體（避開『我覺得』、『我認為』，改用『研究指出』、『顯見』等詞彙）
最後:要附上與**APA**格式相應的參考文獻



(3)分析結果(英文版):

👉**【檔案】DOCX(word)檔案:Elicit探勘文獻的分析結果(英文)**



2.3. Empirical Studies on AI-Driven Improvements in Business Processes

Empirical research demonstrates that generative artificial intelligence (AI) technologies significantly enhance business process efficiency and effectiveness within small and medium-sized enterprises (SMEs). The growing body of evidence reveals multifaceted improvements across operational, strategic, and innovative dimensions of business processes, with documented benefits spanning productivity gains, cost reductions, and enhanced decision-making capabilities.

2.3.1.Process Automation and Operational Efficiency

Quantitative evidence indicates substantial improvements in operational efficiency through generative AI implementation. Adeyemo Abidemi (2024) conducted a comprehensive analysis

revealing that automation technologies improve productivity in SMEs by up to 30%, while simultaneously reducing manual errors by 25% and enhancing data accuracy through improved employee focus on strategic tasks. These findings align with broader research demonstrating that generative AI facilitates the automation of routine tasks, leading to cost optimization and enhanced operational efficiency (Kostiantyn Zavrazhnyi et al., 2024).

A grounded theory study conducted by Fabian Walke et al. (2025) examined the characteristics of generative AI usage across management, marketing, and development departments within an SME through interviews with ten employees. The research identified productivity increases across all departments, with particularly notable improvements in marketing operations. The study documented significant cost and time savings across organizational functions, alongside improvements in learning processes within development departments and shorter communication pathways in management structures.

2.3.2.Decision-Making Enhancement and Strategic Planning

Empirical evidence consistently demonstrates that generative AI enhances decision-making capabilities within SMEs. Meshel Muzuva et al. (2024) employed a qualitative methodology to evaluate the impact of generative AI on SME productivity in South Africa, conducting in-depth interviews with SME owners and managers. The findings revealed significant improvements in data-driven decision-making, operational efficiencies, and market expansion strategies. The research identified that SMEs previously faced challenges due to limited resources and restricted access to technology, with generative AI emerging as a solution that enhances operational efficiency and strategic decision-making.

Research indicates that generative AI provides insights and recommendations that enhance decision-making processes, enabling SMEs to make more informed strategic choices (A. Beheshti et al., 2023). The technology's capacity to process and analyze large volumes of data facilitates evidence-based decision-making that was previously inaccessible to resource-constrained SMEs.

2.3.3.Comprehensive Business Function Enhancement

Systematic empirical analysis reveals that generative AI impacts multiple business functions simultaneously. A. Kramarenko (2025) conducted a survey of 63 companies, analyzing academic literature, industry reports, and empirical data to investigate AI implementation

perspectives and challenges. The research identified five primary areas where generative AI enhances SME performance: content creation, automated operations, venture business ideation, financial management, and operational optimization.

T. Dinh et al. (2025) conducted a systematic literature review of 50 studies published between 2016 and 2025, identifying prominent AI technologies including machine learning, natural language processing, and generative AI. The review documented applications enhancing efficiency, decision-making, and innovation across sales and marketing, operations and logistics, and finance functions. The findings emphasize the importance of workforce training, robust technological infrastructure, data-driven cultures, and strategic partnerships for successful SME implementation.

2.3.4.Content Creation and Customer Engagement

Empirical studies demonstrate that generative AI revolutionizes content creation processes within SMEs. Florina Bran et al. (2025) examined the transformative impact of generative AI on SMEs, with particular emphasis on content creation, customer engagement, automation, and decision-making functions. The research indicates that generative AI democratizes access to advanced technology, enabling SMEs to compete in global markets and optimize resource allocation.

David M. Townsend (2023) explored the applications of generative AI tools such as ChatGPT for startups and small businesses, documenting opportunities for process optimization, enhanced customer engagement, and growth facilitation. The research demonstrates that these technologies enable SMEs to produce high-quality marketing materials and customer communications more efficiently than traditional methods.

2.3.5.Innovation and Competitive Advantage

Research evidence indicates that generative AI serves as a catalyst for innovation within SMEs. E. Carayannis et al. (2024) investigated how generative AI enhances resilience and competitiveness in SMEs, arguing that the technology offers transformative potential through process automation, enhanced decision-making, and innovation fostering. The study underscores the importance of strategic AI integration and provides evidence that SMEs can leverage generative AI to navigate challenges and capitalize on opportunities in evolving digital landscapes.

Priyanka Gupta and R. Singh (2025) employed a mixed-methods approach incorporating case studies, surveys, and interviews to examine the transformative potential of ChatGPT and other generative AI technologies. The research highlights that generative AI serves as a catalyst for business transformation by improving decision-making, streamlining operations, and fostering customer-centric innovations, particularly benefiting small and resource-constrained businesses.

2.3.6.Risk Management and Specialized Applications

Emerging empirical evidence demonstrates generative AI's application in specialized business processes. E. Leonard et al. (2026) explored generative AI's benefits within risk management cycles, presenting a conceptual case study in the food and beverage sector. The research demonstrates AI's iterative application across risk management phases: identification, comprehension, assessment, treatment, and monitoring, illustrating practical applications in risk assessment and decision-making enhancement.

2.3.7.Implementation Challenges and Success Factors

Empirical studies consistently identify implementation challenges alongside documented benefits. Meshel Muzuva et al. (2024) highlighted barriers including lack of technical expertise, initial setup costs, and concerns over data security. Similarly, A. Kramarenko (2025) identified limited access to industry data, insufficient financial resources, lack of technical expertise, and challenges with data integration as primary adoption barriers.

Research emphasizes that successful implementation requires strategic planning and organizational support. T. Dinh et al. (2025) identified workforce training, robust technological infrastructure, data-driven cultures, and strategic partnerships as critical success factors. Kumaran Rajaram and Patrick Nicolas Tinguely (2024) introduced strategic dimensions for generative AI deployment, including employee competency, effective leadership, organizational culture, collaboration, and third-party relationships.

The empirical evidence demonstrates that generative AI represents a transformative technology for SME business process improvement, offering substantial opportunities for efficiency gains, innovation, and competitive advantage when strategically implemented with appropriate organizational support and infrastructure.

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Dinh, T., Vu, M., & Tran, G. (2025). Artificial intelligence in SMEs: Enhancing business functions through technologies and applications. *Inf.*

Gupta, P., & Singh, R. (2025). Generative AI in business transformation: The role of AI in operational efficiency, innovation, and ethical implications. *JIMS8M The Journal of Indian Management & Strategy*.

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Townsend, D. M. (2023). Leveraging generative AI tools like ChatGPT for startups and small business growth. *Entrepreneur & Innovation Exchange*.

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business transformation. *Економіка розвитку систем*.

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👉提示詞：

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1. 保留所有 APA 格式的英文作者名。
2. 使用台灣學術界慣用的術語（如：SMEs 譯為中小企業、GAI 譯為生成式 AI）。
3. 語氣要像正式的碩士論文，避免口語化。
4. 保留所有參考文獻的英文。

【……在這裡貼上Elicit輸出的英文報告…….】

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2.3. AI 驅動之企業流程優化實證研究

實證研究顯示，生成式人工智慧（Generative AI, 以下簡稱生成式 AI）技術能顯著提升中小企業（SMEs）企業流程的效率與效能。日益增多的證據揭示了企業流程在營運、策略及創新維度的多方面改善，文獻紀錄之效益涵蓋了生產力提升、成本降低以及決策能力的強化。

2.3.1. 流程自動化與營運效率

定量證據指出，透過實施生成式 AI，營運效率獲得了實質改善。Adeyemo Abidemi (2024) 進行的一項綜合分析顯示，自動化技術使中小企業的生產力提升了高達 30%，同時減少了 25% 的人為錯誤，並透過讓員工更專注於策略性任務來提高數據準確性。這些發現與更廣泛的研究一致，即生成式 AI 有助於例行任務的自動化，從而實現成本優化並增進營運效率 (Kostiantyn Zavrazhnyi et al., 2024)。Fabian Walke et al. (2025) 採用紮根理論進行研究，透過訪談十位員工，檢視了中小企業內部管理、行銷與開發部門使用生成式 AI 的特徵。該研究發現所有部門的生產力均有所提升，其中行銷營運的改善尤為顯著。研究記錄了組織職能中顯著的成本與時間節省，同時開發部門的學習流程獲得改善，管理結構中的溝通路徑亦縮短。

2.3.2. 決策強化與策略規劃

實證證據一致顯示，生成式 AI 強化了中小企業內部的決策能力。Meshel Muzuva et al. (2024) 採用質性研究方法評估生成式 AI 對南非中小企業生產力的影響，並對中小企業主和經理人進行了深度訪談。研究結果顯示，在數據驅動決策、營運效率與市場擴張策略方面有顯著改善。研究指出，中小企業過往因資源有限與技術接觸受限而面臨挑戰，而生成式 AI 的出現成為了一種解決方案，能提升營運效率與策略決策品質。

研究指出，生成式 AI 提供的見解與建議強化了決策流程，使中小企業能夠做出更具資訊根據的策略選擇 (A. Beheshti et al., 2023)。該技術處理與分析大量數據的能力，促進了證據導向的決策（evidence-based decision-making），這在過去對於資源匱乏的中小企業而言是難以實現的。

2.3.3. 全方位企業職能提升

系統性的實證分析顯示，生成式 AI 同時影響多個企業職能。A. Kramarenko (2025) 對 63 家公司進行了調查，分析學術文獻、產業報告與實證數據，以探討 AI 實施的前景與挑戰。研究識別出生成式 AI 提升中小企業績效的五個主要領域：內容創作、自動化營運、創業構思、財務管理以及營運優化。

T. Dinh et al. (2025) 對 2016 年至 2025 年間發表的 50 項研究進行了系統性文獻回顧，識別出顯著的 AI 技術，包括機器學習、自然語言處理與生成式 AI。該評論記錄了這些應用在銷售與行銷、營運與物流以及財務職能中如何提升效率、決策與創新。研究結果強調了員工培訓、穩健的技術基礎設施、數據驅動文化以及策略夥伴關係對於中小企業成功實施的重要性。

2.3.4. 內容創作與客戶參與

實證研究證明，生成式 AI 徹底變革了中小企業內部的內容創作流程。Florina Bran et al. (2025) 探討了生成式 AI 對中小企業的轉型影響，特別強調內容創作、客戶參與、自動化與決策職能。研究顯示，生成式 AI 促使先進技術的近用民主化，使中小企業能在全球市場中競爭並優化資源配置。

David M. Townsend (2023) 探索了如 ChatGPT 等生成式 AI 工具在初創企業與小型企業中的應用，記錄了優化流程、增進客戶參與及促進成長的機會。研究證明，與傳統方法相比，這些技術使中小企業能更有效地產出高品質的行銷素材與客戶溝通內容。

2.3.5. 創新與競爭優勢

研究證據顯示，生成式 AI 扮演了中小企業內部創新的催化劑。E. Carayannis et al. (2024) 研究了生成式 AI 如何增強中小企業的韌性與競爭力，主張該技術透過流程自動化、決策強化與促進創新提供轉型潛力。該研究強調了策略性 AI 整合的重要性，並提供證據顯示中小企業可以利用生成式 AI 來應對挑戰，並在不斷演變的數位景觀中捕捉機遇。

Priyanka Gupta and R. Singh (2025) 採用混合研究法，結合案例研究、問卷調查與訪談，檢視了 ChatGPT 及其他生成式 AI 技術的轉型潛力。研究強調，生成式 AI 透過改善決策、簡化營運與培養以客戶為中心的創新，成為企業轉型的催化劑，特別使小型且資源受限的企業受益。

2.3.6. 風險管理與專業化應用

新興實證證據顯示了生成式 AI 在專業化企業流程中的應用。E. Leonard et al. (2026) 探索了生成式 AI 在風險管理週期中的效益，並呈現了食品與飲料產業的概念性案例研究。研究展示了 AI 在風險管理各階段（識別、理解、評估、處理與監控）的迭代應用，說明了在風險評估與決策強化方面的實務應用。

2.3.7. 實施挑戰與成功因素

實證研究在記錄效益的同時，也一致指出了實施挑戰。Meshel Muzuva et al. (2024) 強調了技術專業知識缺乏、初始設置成本以及對數據安全的擔憂等障礙。同樣地，A. Kramarenko (2025) 識別出產業數據近用受限、財務資源不足、技術專業缺乏以及數據整合挑戰是主要的採用障礙。

研究強調，成功的實施需要策略規劃與組織支持。T. Dinh et al. (2025) 將員工培訓、穩健的技術基礎設施、數據驅動文化以及策略夥伴關係列為關鍵成功因素。Kumaran Rajaram and Patrick Nicolas Tinguely (2024) 提出了生成式 AI 部署的策略維度，包括員工勝任力、有效領導、組織文化、協作以及第三方關係。

綜上所述，實證證據顯示生成式 AI 代表了中小企業企業流程優化的轉型技術。當配合適當的組織支持與基礎設施進行策略性實施時，該技術為效率提升、創新與競爭優勢提供了實質機會。

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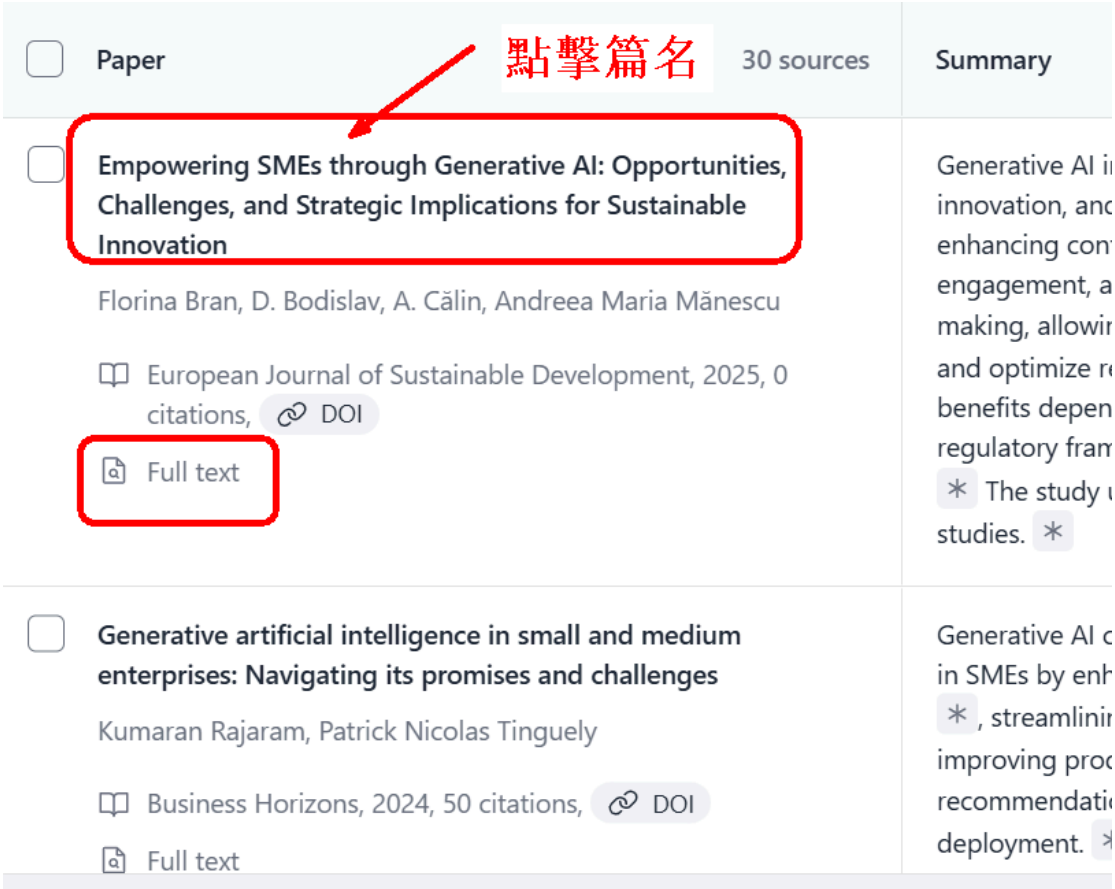
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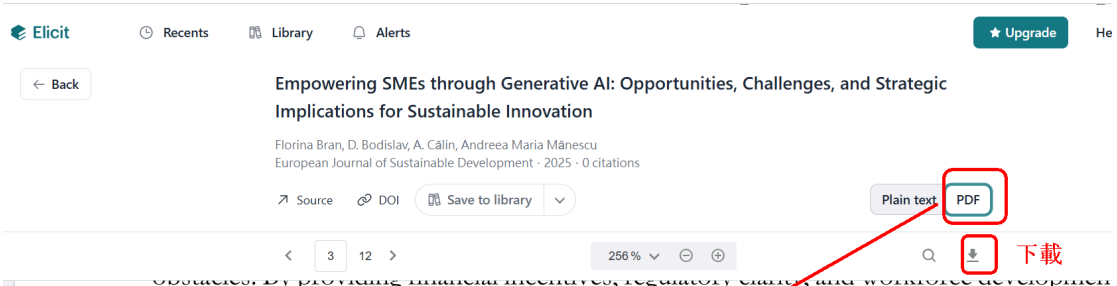
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3. **Walke, F. et al. (2025)**：這篇有詳細的中小企業訪談內容。
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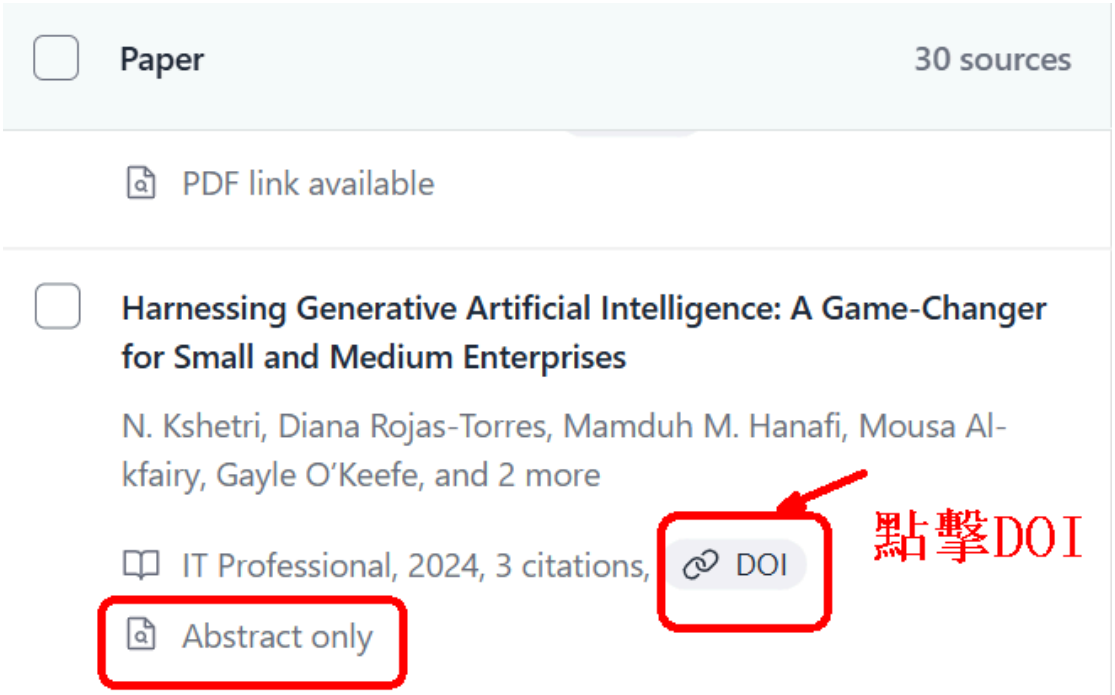


initiatives, policymakers are instrumental in creating a supportive environment for SMEs A sustainable innovation in the SME sector will be facilitated by a balanced approach tha ensures international cooperation and fosters responsible AI adoption.

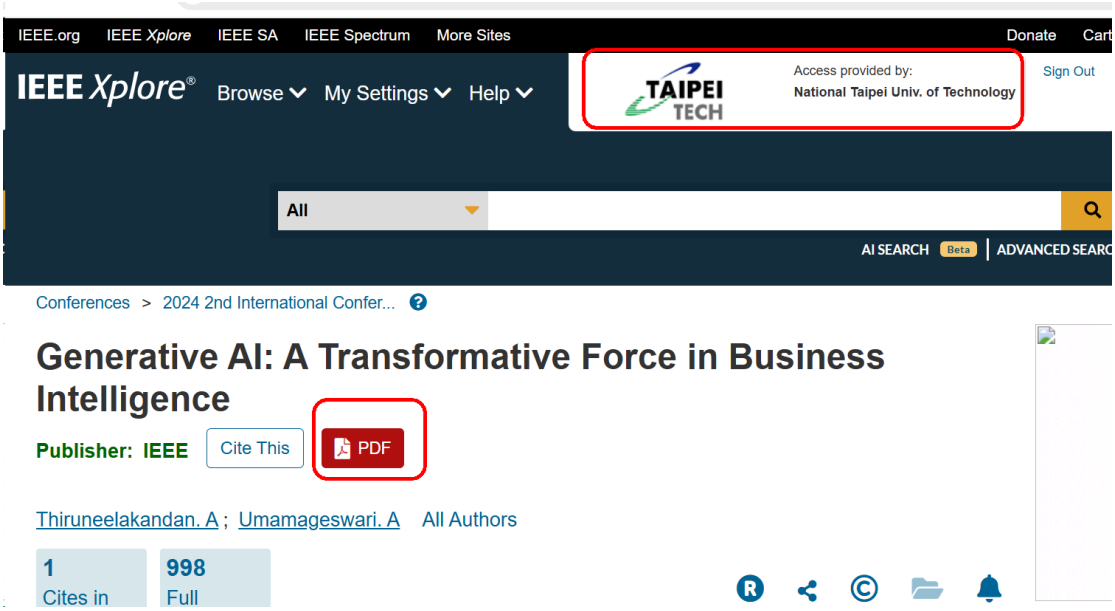
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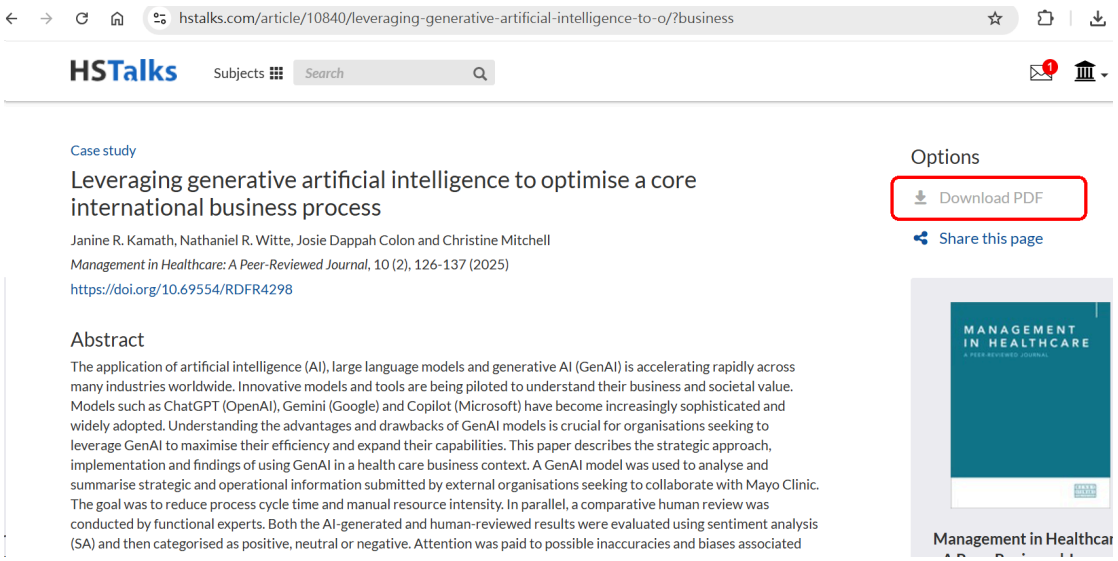
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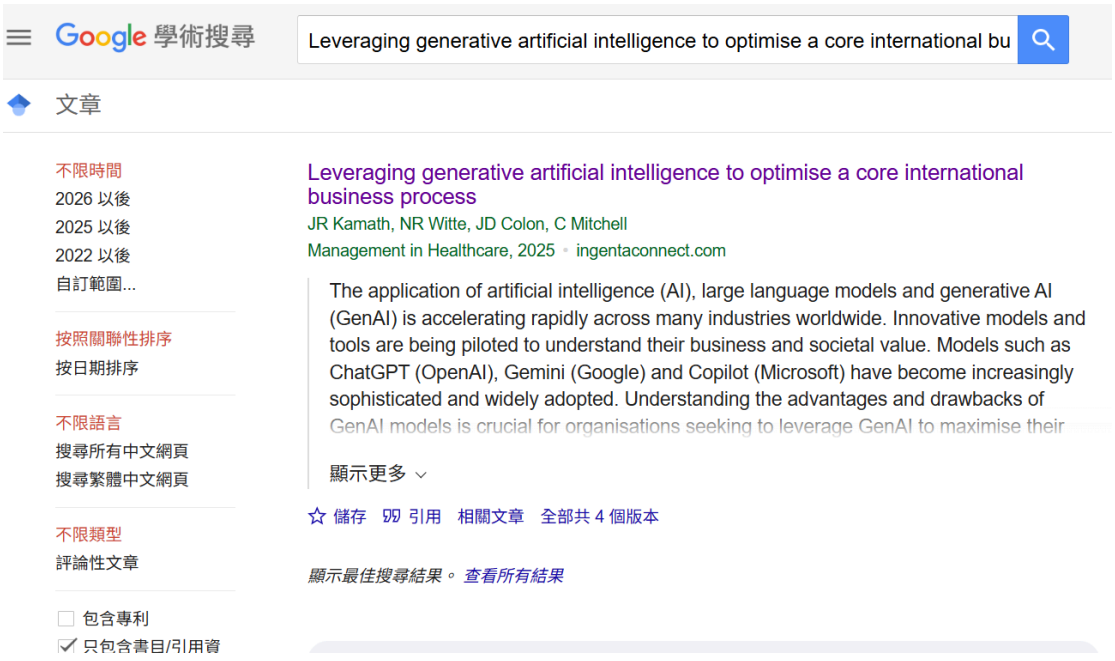


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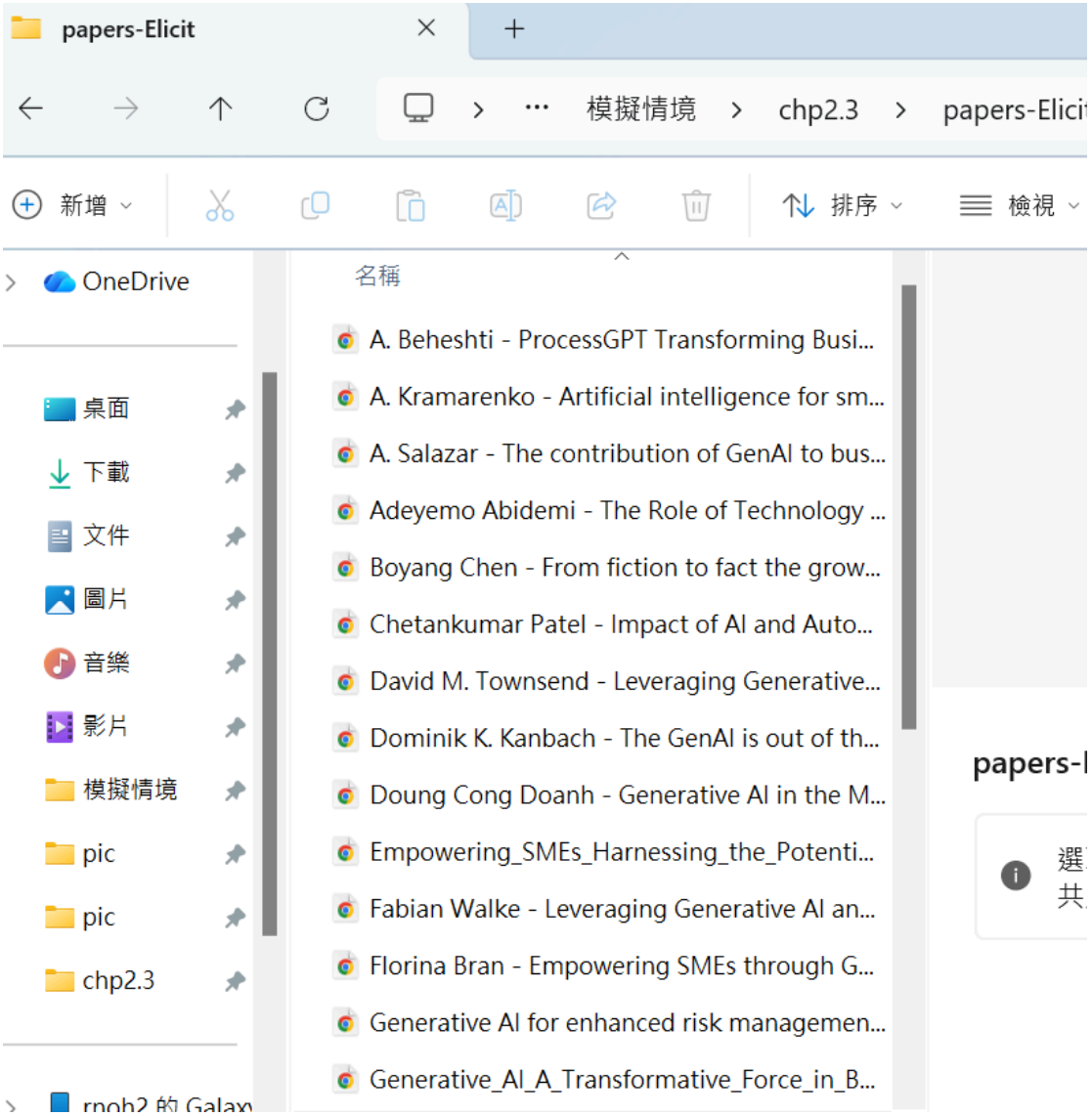




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