

**TECHNOLOGY-DRIVEN INNOVATION STRATEGIES TO ENHANCE  
ENTREPRENEURIAL COMPETITIVENESS IN A DYNAMIC GLOBAL MARKET  
ECOSYSTEM**

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**ABSTRACT**

*This study aims to analyze technology-driven innovation strategies to enhance entrepreneurial competitiveness in a dynamic global market ecosystem. The research employs a qualitative literature review and descriptive analysis, drawing from 20 selected articles sourced from Google Scholar between 2004–2024. The findings highlight that disruptive technologies such as artificial intelligence, blockchain, big data analytics, and the Internet of Things have played a pivotal role in creating new value and operational efficiencies. Case studies of Tokopedia, Ruangguru, and Traveloka illustrate how disruptive technologies help entrepreneurs improve service personalization, expand markets, and adapt to rapid changes in global markets. However, challenges such as low digital literacy, resource constraints, and the need for cross-sector collaboration remain significant. The study recommends collaborative strategies, enhanced digital literacy, and supportive policies to maximize the potential of disruptive technologies in fostering sustainable entrepreneurial competitiveness.*

*Keywords: Disruptive Technology, Innovation Strategies, Entrepreneurial Competitiveness, Global Market Ecosystem, Digital Transformation*

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**STRATEGI INOVASI BERBASIS TEKNOLOGI DISRUPTIF UNTUK MENINGKATKAN  
DAYA SAING KEWIRAUSAHAAN DALAM EKOSISTEM PASAR GLOBAL YANG  
DINAMIS**

**ABSTRAK**

Penelitian ini bertujuan untuk menganalisis strategi inovasi berbasis teknologi disruptif dalam meningkatkan daya saing kewirausahaan di tengah ekosistem pasar global yang dinamis. Metode yang digunakan adalah tinjauan pustaka dengan pendekatan kualitatif dan analisis deskriptif, yang memanfaatkan 20 artikel terpilih dari Google Scholar periode 2004–2024. Hasil penelitian menunjukkan bahwa teknologi disruptif, seperti kecerdasan buatan, blockchain, big data analytics, dan Internet of Things, telah memainkan peran penting dalam menciptakan nilai baru dan efisiensi operasional. Studi kasus Tokopedia, Ruangguru, dan Traveloka mengilustrasikan bagaimana teknologi disruptif membantu wirausahawan meningkatkan personalisasi layanan, memperluas pasar, dan menghadapi perubahan yang cepat di pasar global. Namun, tantangan seperti rendahnya literasi digital, keterbatasan sumber daya, dan kebutuhan akan kolaborasi lintas sektor juga menjadi perhatian utama. Penelitian ini merekomendasikan strategi kolaboratif, peningkatan literasi digital, dan kebijakan pendukung untuk memaksimalkan potensi teknologi disruptif dalam menciptakan daya saing wirausahawan yang berkelanjutan.

Kata kunci: Teknologi Disruptif, Strategi Inovasi, Daya Saing Kewirausahaan, Ekosistem Pasar Global, Transformasi Digital

## INTRODUCTION

In the era of advanced globalization, global markets have become increasingly dynamic and competitive, urging business actors, especially entrepreneurs, to continuously adapt to current developments. Disruptive technologies, defined as technological innovations that reshape market landscapes and business practices, have become a key factor in creating new opportunities and significant challenges for entrepreneurs worldwide (Zighan, 2022). Technologies such as artificial intelligence (AI), blockchain, big data analytics, and the Internet of Things (IoT) have revolutionized traditional business models, compelling entrepreneurs to adopt innovative approaches in their business strategies. Entrepreneurs who effectively leverage disruptive technologies are better positioned to compete in dynamic global markets.

Disruptive technologies bring transformative changes across various aspects of business, from the production and delivery of goods and services to how they are marketed and how customers interact with businesses. For instance, platforms like Amazon, Alibaba, and Tokopedia have transformed consumption patterns through e-commerce, disrupting traditional retail. However, disruptive technologies are not without challenges. Entrepreneurs, especially in developing countries like Indonesia, face significant barriers to adopting these technologies, including limited resources, low digital literacy, and resistance to change (Ausat & Suherlan, 2021). Hence, technology-driven innovation strategies are essential to enhancing entrepreneurial competitiveness and ensuring resilience amidst rapid changes.

The dynamic global market ecosystem is also characterized by high levels of uncertainty, including economic fluctuations, shifting international regulations, and evolving consumer preferences. In such circumstances, disruptive technologies are essential tools for creating competitive advantages through operational efficiency, product and service personalization, and agility in responding to market demands. Technology-driven innovation also enables entrepreneurs to enter new markets and create unique value that competitors cannot easily replicate (Mookerjee & Rao, 2021). For

example, big data analytics can enhance market trend predictions, while blockchain technology increases transparency and security in cross-border business transactions.

In Indonesia, the opportunities and challenges posed by disruptive technologies are particularly significant given the rapid growth of the digital economy. According to Google, Temasek, and Bain & Company, Indonesia's digital economy is projected to become the largest in Southeast Asia, driven by significant contributions from e-commerce, fintech, and digital logistics sectors (Indonesia, 2024). However, many MSMEs, the backbone of Indonesia's economy, still struggle to optimally adopt these technologies. Low adoption rates of disruptive technologies among MSMEs can hinder their competitiveness in global markets. It is crucial to explore innovation strategies that effectively leverage these technologies to enhance entrepreneurial competitiveness.

Previous research indicates that adopting disruptive technologies often requires a holistic approach encompassing technological, managerial, and policy dimensions (Plekhanov et al., 2023). Factors such as technological readiness, organizational capabilities, and government support play crucial roles in successfully adopting disruptive technologies. In the global market context, technology-driven innovation strategies must also consider sustainability and inclusivity to benefit not just a few business actors but contribute to broader economic growth. For example, fintech adoption can improve financing access for small entrepreneurs, while IoT use in agriculture can enhance productivity for rural farmers.

As part of the entrepreneurial ecosystem, collaboration among businesses, governments, and educational institutions is essential to fostering an environment conducive to adopting disruptive technologies. Governments, for instance, can promote innovation through policies supporting research and technology development, while educational institutions can enhance digital literacy and technical competencies among young entrepreneurs. Additionally, partnerships with global technology firms can enable local entrepreneurs to access cutting-edge

technologies and integrate them into their business models.

This research aims to explore technology-driven innovation strategies that enhance entrepreneurial competitiveness within a dynamic global market ecosystem. The primary focus is to identify key factors influencing the successful adoption of disruptive technologies, including existing challenges and opportunities, and to formulate strategic recommendations for entrepreneurs to boost their international competitiveness. The study also seeks to contribute both theoretically and practically to developing an innovative and sustainable entrepreneurial ecosystem.

## **LITERATURE REVIEW**

### **Disruptive Technology**

Disruptive technology refers to technological innovations that fundamentally alter how businesses or industries operate by offering more efficient, cost-effective, or innovative alternatives compared to traditional approaches (Kostoff et al., 2004). Technologies such as artificial intelligence (AI), blockchain, big data, and the Internet of Things (IoT) exemplify disruptive innovations that have revolutionized sectors ranging from finance to education. These technologies replace outdated systems while creating new opportunities for entrepreneurs to enhance operational efficiency, expand markets, and improve customer experiences. However, adopting these technologies often requires significant adaptation in terms of resources and digital skills.

### **Innovation Strategies**

Innovation strategies are systematic approaches designed by individuals or organizations to create, develop, and implement new ideas that generate added value (Dogan, 2017). In entrepreneurship, these strategies involve leveraging modern technologies, developing new business models, or improving existing processes to remain competitive. For example, companies like Ruangguru employ technology-driven innovation strategies to deliver affordable online learning solutions. These strategies enable entrepreneurs to

respond to market demands and strengthen their positions in evolving industries.

### **Entrepreneurial Competitiveness**

Entrepreneurial competitiveness reflects the ability of entrepreneurs or companies to compete in the market by delivering superior products or services compared to their rivals (Ibraheem & Mohammed Alshuraym, 2021). It is determined by various factors, including innovation, operational efficiency, technological adaptation, and a deep understanding of market needs. In the global ecosystem, entrepreneurs must create sustainable competitive advantages to address challenges such as globalization and shifting consumer preferences. For instance, Gojek has maintained its leadership position in Southeast Asia by continuously innovating its offerings in mobility, logistics, and digital payments.

### **Global Market Ecosystem**

The global market ecosystem is a business environment comprising various actors, such as companies, customers, governments, and technologies, interacting on an international scale (Nambisan et al., 2019). This ecosystem is characterized by high dynamics, cross-border competition, and the necessity to tailor products or services to both local and global market preferences. Entrepreneurs aspiring to succeed in this ecosystem must leverage technology to overcome geographical barriers and enhance efficiency. Platforms like Tokopedia and Traveloka exemplify this by using digital technology to reach broader markets and offer regionally relevant solutions.

### **Digital Transformation**

Digital transformation is the process of adopting digital technologies across various operational and strategic aspects of a business to enhance efficiency, innovation, and customer experience (Kraus et al., 2022). This process involves employing cloud-based software, data analytics, AI, and business process automation. In entrepreneurship, digital transformation helps businesses optimize resources, reduce operational costs, and accelerate decision-

making. For example, Indonesian SMEs that adopt digital platforms like Shopee or Lazada significantly increase product exposure, access broader markets, and compete regionally and globally.

## RESEARCH METHODOLOGY

This study employs a literature review method using a qualitative approach to analyze relevant literature. This approach was chosen to explore and deeply interpret concepts, theories, and findings related to technology-driven innovation strategies for enhancing entrepreneurial competitiveness within a dynamic global market ecosystem. Descriptive analysis is applied to identify patterns, trends, and insights from the reviewed literature, providing a comprehensive understanding of the research topic. The data for this study were sourced from scholarly articles available on Google Scholar, with publication years ranging from 2004 to 2024. Articles were identified using primary keywords such as disruptive technology, innovation strategy, entrepreneurial competitiveness, and global market ecosystem. An initial search yielded 40 potentially relevant articles. However, a rigorous selection process was applied based on inclusion criteria such as relevance to the research focus, journal quality (indexing and impact factor), and recency of information. Ultimately, 20 articles met the criteria and were used as the main data sources. The analysis procedure involved reading and comprehending the content of each selected article to identify key themes, trends, and gaps in the literature. The information extracted was classified into themes relevant to technology-driven innovation strategies, including factors supporting and hindering disruptive technology adoption, its impact on entrepreneurial competitiveness, and its implications in dynamic global market contexts. The results of this analysis were qualitatively interpreted to explain relationships among themes and draw conclusions aligned with the research objectives.

## RESULTS AND DISCUSSION

Disruptive technology has become a catalyst for profound changes in the global business ecosystem, enabling entrepreneurs to adopt innovations that enhance efficiency and

create new business models better adapted to market demands. Businesses can achieve a competitive edge by integrating technologies that replace conventional processes. For instance, artificial intelligence applications like ChatGPT offer more personalized and responsive customer service. A notable example is Tokopedia, a leading e-commerce platform in Southeast Asia, which leverages big data and machine learning to deeply analyze user behavior. This allows for real-time customer preference segmentation and more accurate product recommendations, resulting in a more relevant shopping experience and fostering customer loyalty (Tokopedia, 2023). Such innovation positions Tokopedia as a pioneer in merging cutting-edge technology with business strategies, demonstrating how disruptive technologies can serve as a key element in creating sustainable value in increasingly competitive markets.

Technology-driven innovation strategies require a holistic approach that understands market needs and utilizes technology to deliver transformative solutions. This is exemplified by Gojek in the logistics sector. Gojek has unified transportation services, goods delivery, and digital payment systems into a seamless ecosystem by integrating IoT and AI technologies. This integration has significantly enhanced operational efficiency while providing end-to-end customer experiences (Cahya Saputra, 2024). This approach showcases how technology can bridge fragmented services, creating indispensable value for users. Similarly, Indonesian agritech startup HARA demonstrates how disruptive technologies like blockchain can be harnessed to create transparency in agricultural supply chains. This strengthens relationships among farmers, distributors, and consumers through accurate and verifiable data. These technology-driven strategies address existing market gaps and drive systemic changes, improving efficiency and inclusivity across sectors while opening new opportunities for entrepreneurs who proactively respond to market dynamics.

The rapidly evolving global market ecosystem demands that entrepreneurs integrate disruptive technologies to deliver innovative solutions that adapt to market fluctuations and

changing consumer preferences. These technologies act as catalysts for efficiency, enabling entrepreneurs to design business models aligned with emerging needs. For instance, Ruangguru, a leading educational technology startup in Indonesia, capitalized on the COVID-19 pandemic's acceleration of the transition to online learning. Ruangguru swiftly utilized its digital platform to reach students who previously faced limited access to education, turning challenges into opportunities by expanding services such as interactive video lessons and affordable online classes (Alivia, 2022). This innovation expanded its customer base and underscored the importance of disruptive technologies in fostering business resilience and market relevance, demonstrating how technology adoption serves as a foundation for sustainability and competitiveness in the digital era.

Small and medium-sized enterprises (SMEs) face significant challenges in adopting disruptive technologies, particularly due to low levels of digital literacy, which is a major barrier to unlocking the full potential of these innovations. Many SMEs in Indonesia struggle with accessing and implementing technology due to limited resources, both financially and technically. Studies show that while technology can enhance efficiency and competitiveness, many entrepreneurs lack the knowledge to get started or feel intimidated by its complexity (Kreiterling, 2023). Initiatives such as the "1000 Digital Startups Movement," supported by the government and industry partners, play a crucial role by providing training and mentorship to help SMEs build sustainable digital capabilities. These programs teach the fundamentals of technology and demonstrate practical applications relevant to their businesses, such as digital marketing, data analytics, and cloud-based operational management. A prime example is Warung Pintar, which has revolutionized traditional retail kiosks by leveraging technology to manage inventory, transactions, and customer engagement more efficiently. Through its digital platform, Warung Pintar helps small shops in Indonesia become more organized and connected to the digital ecosystem, enhancing

operational efficiency and broadening market access (Merdeka, 2021). This illustrates that with the right support, SMEs can overcome digital literacy challenges and transform into more competitive players in the digital economy.

Collaboration among stakeholders is increasingly critical in the implementation of disruptive technologies, benefiting businesses while generating broad social impact. A case study of Grab highlights how partnerships with local governments in several Southeast Asian countries enabled the company to integrate public transportation with tech-based mobility solutions such as ride-hailing and scheduled public transit (Grab, 2018). These collaborations not only enhanced Grab's operational efficiency and competitiveness in a crowded market but also improved transportation accessibility for the public, particularly in areas previously limited to conventional options. Companies can leverage infrastructure and public policies to create more integrated and inclusive ecosystems by engaging governments. Similar collaborations provide opportunities for other entrepreneurs to identify market gaps that can be addressed with disruptive technologies, while working with relevant stakeholders—governments, industries, and communities—to develop holistic and long-term impactful solutions. Consequently, such collaboration becomes pivotal in maximizing the positive impacts of disruptive technologies, driving business innovation, and improving overall quality of life.

Disruptive technologies like blockchain open significant opportunities to enhance transparency and build trust in cross-border transactions, which are crucial in this era of globalization. For instance, IBM Food Trust has leveraged blockchain to track the origin of food products globally, ensuring every step in the supply chain is accurately recorded and verifiable. This enables consumers to have precise knowledge of the origin and quality of the products they purchase. In Indonesia, HalalChain, a startup, has utilized similar technology to oversee halal certification in the food product supply chain, providing stronger assurance of compliance with halal standards

crucial for Muslim consumers (Intaqta & Rina Maulidyah, 2024). This blockchain-based approach enhances transparency and strengthens competitiveness by offering authentic evidence that boosts consumer trust. As more consumers become aware of the importance of product safety and authenticity, this technology allows companies to expand their market, attracting consumer segments that prioritize transparency and ethical practices. Therefore, adopting blockchain technology brings benefits in operational efficiency, market expansion, and fostering greater consumer loyalty through heightened trust in the products offered.

Innovations driven by disruptive technologies, particularly in the manufacturing industry, play a crucial role in enhancing operational efficiency by integrating robotics and AI-driven automation to boost productivity and minimize human error. In Indonesia, PT Indorama Ventures exemplifies a company utilizing Internet of Things (IoT) technology in its production processes to monitor quality and energy efficiency in real time (Ventures, 2024). IoT sensors installed at various production stages enable the company to detect issues faster and optimize energy use, reducing waste and improving operational efficiency. This innovative approach enhances the company's competitiveness in global markets by accelerating production processes and lowering operational costs while contributing to environmental sustainability. The waste reduction and energy savings achieved through IoT implementation are pivotal in the company's efforts to meet higher sustainability standards, solidifying its position as an industry leader committed to social and environmental responsibility. Thus, disruptive technologies support efficiency and competitiveness while fostering sustainable and responsible business models.

The successful adoption of disruptive technologies by entrepreneurs heavily relies on a deep understanding of customer needs and preferences, enabling them to offer more relevant and personalized products and services. Traveloka, for example, has leveraged big data analytics to analyze user behavior and preferences in travel planning, enabling the platform to deliver a more tailored travel

experience (Latuheru, 2018). Traveloka can offer more targeted promotions and services that align with individual needs by utilizing customer data insights, thereby strengthening customer loyalty and expanding its market share. This data-driven approach improves user experience and allows Traveloka to effectively reach a broader audience while maintaining long-term relationships with customers. For other entrepreneurs, this example highlights the importance of utilizing disruptive technologies like big data to identify hidden market opportunities, create customized products, and develop more efficient marketing strategies, ultimately strengthening their competitive edge in increasingly crowded markets.

In the context of SMEs, the adoption of disruptive technologies must be tailored to the specific needs and capacities of individual businesses, given the resource constraints often faced by small entrepreneurs. Kudo, a digital platform that facilitates the digitization of traditional stores, serves as a relevant example by enabling small business owners to sell products online without requiring significant investments typically needed for building e-commerce infrastructure (Tempo, 2019). Kudo helps enhance the visibility of SME products and expands their market reach locally and regionally without imposing unaffordable costs by providing an accessible platform. This approach illustrates that disruptive technologies, often associated with high investment requirements, can be adapted to meet the specific needs of small businesses, offering them opportunities to compete in larger markets. It also demonstrates that with the right and affordable technology adoption, SMEs can improve operational efficiency, expand market access, and ultimately enhance their competitiveness without being burdened by unrealistic investment demands.

Overall, this research emphasizes that innovation strategies based on disruptive technologies play a critical role in strengthening entrepreneurs' competitiveness in global markets by opening significant new opportunities while also presenting challenges that require careful and strategic approaches. The case studies discussed, such as Traveloka's use of big data or Kudo's digitization of traditional stores, demonstrate how disruptive

technologies can create new value, but only if adopted with a deep understanding of market needs and business capabilities. In addressing these challenges, entrepreneurs must explore collaboration opportunities with various stakeholders, including governments, industries, and the technology sector, to support the adoption of relevant technologies tailored to their specific business conditions. Additionally, a deep understanding of the market—through data analysis and customer preference insights—is key to ensuring that implemented innovations deliver maximum impact. Entrepreneurs can overcome existing barriers and leverage disruptive technologies to create value, enhance competitiveness, and support business sustainability in increasingly competitive global markets with the right strategies, including suitable technology adjustments and ongoing innovation.

## CONCLUSION

This study highlights the importance of innovation strategies based on disruptive technologies in enhancing entrepreneurial competitiveness within the dynamic global market ecosystem. Disruptive technologies, such as artificial intelligence, blockchain, big data analytics, and the Internet of Things, have demonstrated their ability to replace traditional models and create new value for entrepreneurs. Case studies such as Tokopedia, Ruangguru, and Traveloka illustrate how these technologies can be adopted to significantly improve operational efficiency, personalize services, and expand markets. However, this study also identifies challenges, including a lack of digital literacy, limited resources, and the need for cross-sector collaboration to maximize the potential of disruptive technologies. Therefore, well-designed innovation strategies must integrate technological elements, adapt to market needs, and involve support from various stakeholders to create sustainable competitiveness.

Entrepreneurs must identify the most relevant disruptive technologies for their industries and learn how to leverage them to create added value, with a focus on training and improving digital literacy to adapt to rapid

technological changes. At the same time, the government is encouraged to support the entrepreneurial ecosystem by providing technology training programs and policies that facilitate the adoption of disruptive technologies, such as tax incentives for MSME digitalization and the development of digital infrastructure in remote areas. Educational institutions should integrate the concept of disruptive technologies into entrepreneurship curricula to prepare younger generations for the challenges and opportunities of the digital era, while collaboration with industry players can offer students practical insights. Further research should delve into the social and economic impacts of disruptive technology adoption by MSMEs and develop models to guide entrepreneurs through the digital transformation process. Lastly, large companies can serve as strategic partners for MSMEs in implementing disruptive technologies through collaboration, funding, and technology transfer initiatives.

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