

THE IMPACT OF DISRUPTIVE TECHNOLOGIES ON CORPORATE BUSINESS STRATEGY

Maria Rehan¹

Abstract

Companies are being affected by disruptive technologies changing their business strategies, making it near imperative for them to return to the drawing board, reconsider operational models and strategic positioning, and ensure long-term viability. Newer innovations such as artificial intelligence, blockchain technology, cloud computing, and the Internet of Things (IoT) are becoming the agents of very drastic changes in industries empowering automation, data-based decision-making, and improved customer experience. The competitive advantage in building a culture of agility and innovation will accrue to that handful of companies that have effectively adopted these technological tools into the very core of their strategy. However, fast-evolving disruptive technologies are susceptible to ensuing cyber threats and the displacement of the workforce as well as change resistance. Heritage business models urgently need proactive adaptation to obsolete them immediately because of the rapid digital transformation; nobody seems to be around to save them from redundancy. The institutions must also instill a culture of continuous learning and technological adoption for greater resilience against the changing market environment. This research tries to show how disruptive technologies shape the business strategies of the corporation by demonstrating how companies adapt to it, or else the possible areas where they fail. This emphasizes that there is a need for alignment between digital transformation and organizational goals, including considerations of ethics and regulations. Corporations understand that the future strategies would shape in these technology disruptions so that they can formulate the forward-looking ones to drive growth, resilience, and sustained competitive advantage in the much more digitalized economy worldwide.

Keywords: Disruptive Technologies, Corporate Strategy, Digital Transformation, Competitive Advantage, Innovation Management, Business Model Adaptation

INTRODUCTION

Disruptive technology refers to an innovation that creates a new market by disrupting an existing one, often by offering a lower-cost or more convenient solution. Business models serve two crucial functions: value-creation mechanisms and value-capture mechanisms. According to Chesbrough and Rosenbloom (2002), they act as "a mediating construct between technology and economic value" (Chesbrough, 2007). In other words, the business model outlines a series of actions the operating company wants to do to satisfy the final client and how it expects to profit financially from the outlined actions. So, in order to fully capitalize on disruptive technologies as they emerge, business model principles must be altered. This is due to the fact that developing innovative business models is just as crucial as developing cutting-edge, technical solutions (Muhic & Bengtsson 2021; Chesbrough, 2007). That being said, additional study is necessary to allow the technology to be successfully deployed, given recent technical advancements in the field of artificial intelligence and the lack of knowledge of how such advancements might be converted into commercial profits. This is corroborated by Lee et al. (2019), who note that more investigation is necessary to comprehend how AI solutions can be made commercially viable employing various business-model paradigms. Further studies on how value might be captured when commercializing technical innovation in the context of industry disruption are also deemed necessary by Nylund et al. (2020).

¹Scholar, Sir Syed University of Engineering and Technology, Karachi, Pakistan. Email: mariarehan2002@gmail.com

Technologies like AI, the Internet of Things, and distributed ledger systems (for instance, blockchains) have generally caused the most unprecedented changes virtually creating a disruption in the manner in which products and services are traditionally produced and consumed (Arnold, 2018; Christensen et al., 2015). Such technologies allow the processing of huge volumes of digitized data in ways that are quick and highly complex therefore increasing one's reliance on more open, multi-platform, networked structures, which enable other innovations, for instance, shared economies and crypto currency markets (Luna et al., 2014; Termeer, 2009). Schwab (2016) qualifies this as the "fourth industrial revolution," which he then predicts will wholesale change entire given systems of production, management, and governance. The differentiating technology is a technology that alters the bases of competition by altering the performance metrics according to which firms compete, as noted by Danneels (2004).

Problem Statement

In the business world, the rapid rise of disruptive technologies such as AI, blockchain, cloud computing, and IoT is changing the way business strategies are developed. Such technologies create opportunities for efficiency, innovation, and competitive advantage. Still, they also introduce critical challenges, including cyber security threats, displacing workers, and resistance to change. Many companies are struggling with their ability to adopt these technologies effectively, leading to strategic misalignment and eventually market obsolescence (Fatima et al., 2023). What is even more worrisome is that these organizations lack methodical approaches to aligning their business models with the technical disruptions, including sustainability and long-term growth. The study intends to investigate how disruptive technologies affect corporate business strategies and discern the suitable adaptation frameworks that create for resilience and competitiveness.

Rationale of Research

There are new developments in the market almost every other week, and the companies must not rest and must continue to evolve and innovate in order to survive. At the same time, with the disruptive technologies saturating consumer behavior and market dynamics in a super-fast mode, operational and managerial efficiency have also suffered. However, the absence of a clear strategic framework leaves many organizations open and vulnerable to external disruption. This research clears the air by examining just how the business can actually keep working to their advantage and leverage these technologies toward sustainable digital transformation (Fareed et al., 2023). A proper understanding of disruptive technologies against corporate strategies is pertinent for all business leaders, policymakers, and researchers who intend to make decisions in areas increasingly subject to technological metamorphosis.

Research Significance

As the result of this research, knowledge in corporate strategy and digital transformation is expanding with a thorough exploration of how disruptive technologies alter corporate operations. Further, this work gives action-oriented guidance to organizations wanting to leverage technology for growth, resilience, and competitive advantage. Furthermore, the outcomes assist business executives, strategists, and policymakers shape effective strategies that leverage technology. Bridging the gap between technological advances and corporate strategic planning, this study will support businesses to deal with disruptions and achieve sustainability.

Research Questions

1. How does the adoption of disruptive technology impact the corporate business strategy in terms of the organization's ability to compete in the market, maintain profitability, and stay ahead of competitors?
2. What are the implications of disruptive technology on the traditional business models of established firms and how can they adapt their strategies to incorporate these changes?
3. How does disruptive technology affect the overall corporate strategy in terms of resource allocation, talent acquisition, and investment decisions, and how can organizations ensure that they are investing in the right technologies to stay competitive in the long run?
4. What are the potential risks and benefits of disruptive technology for corporate business strategy, and how can organizations assess and mitigate these risks while maximizing the potential benefits to their bottom line?

LITERATURE REVIEW

The term "disruptive technologies" refers to innovations that alter the fundamental process of performance improvement or Reorganization of the definition of what performance means. Examples of disruptive technologies include blockchain technology, artificial intelligence, digital technologies, shared economy concepts, and others. In disruptive environments, breakthroughs are frequently unanticipated, concepts are radical, results are ambiguous and poorly defined, and it is challenging to justify investments in them since markets are either underdeveloped or non-existent. This literature review investigates the impact of disruptive technologies on corporate business strategy. Disruptive technologies have significantly transformed various industries (Rizvi et al., 2022), challenging established business models and requiring organizations to adapt (Hassan et al., 2021). By examining According to all levels of administration and government from the world over, including the third dimension, marine policies have or might potentially have impacts (Arif et al., 2023; Saleem & Iqbal, 2022; Zaheer et al., 2023). The finance sector is supported by a sound financial system to increase its growth and prosperity (Kanwal et al. 2023). With relevant academic and industry publications, this review explores the effects of disruptive technologies on different facets of corporate strategy, including innovation, competitive advantage, organizational structure, and customer engagement. The findings emphasize the importance for organizations to proactively embrace and strategically respond to disruptive technologies in order to remain competitive in today's dynamic business landscape. The review highlights the various ways in which disruptive technologies influence corporate business strategy, including shifts in value chains, competitive dynamics, customer expectations, and organizational capabilities.

Additionally, it identifies the challenges and opportunities associated with incorporating disruptive technologies into business strategies, offering recommendations for organizations seeking to navigate this rapidly evolving landscape .In order to better understand the fundamental idea of disruptive innovation and to address the disagreements and queries raised by earlier research, the purpose of this paper is to provide a systematic review and analysis of the extant literatures in the disruptive innovation theory, which has been developed for more than 20 years. By doing this, we intend to uphold the validity of this theory and emphasize its crucial function. Additionally, based on the review, we suggest a five-level theoretical framework to condense key influences on disruptive innovation. This framework has important practical implications as well as theoretical ramifications for further study into the mechanisms influencing disruptive innovation. Business researchers have only recently started looking into blockchain, a nascent technology that has the potential to be disruptive.

Bitcoin is the first and most well-known blockchain application. It was published in 2009, at the height of

the world financial crisis, by its eponymous creator Satoshi Nakamoto. Their objective was to develop a new sort of decentralized digital currency free from the oversight of existing financial institutions like banks, governments, and corporations (Nakamoto, 2009). With no need for an intermediary like banks, accountants, or attorneys, blockchain is a decentralized, digital record that enables peer-to-peer value transfers of all kinds, from digital currency to actual goods and land titles. Blockchain technology, dubbed "the trust machine" (Economist, 2015), is at the core of numerous interesting prospects aimed at enhancing efficiency, transparency, and security across all industries. This study examines the first five years of available data by conducting a systematic assessment of business scholarship on blockchain from the earliest publications, or the beginning of the field, in 2014, to the end of 2018. In order to direct future research and application, this study is intended to assist academics as well as, potentially, leaders and decision-makers in considering the advantages, hazards, and gaps in our existing understanding of blockchain practices. Blockchain's potential benefits for industry and society are still unknown. Scholars can uncover possible issues, contribute to the development of best practices, and create possibilities by undertaking early-stage analysis of emerging technologies and sharing their results with the influential community of practitioners and developers who shape these breakthroughs.

In the view of Kostoff, Boylan, and Simons (2004), disruptive technology comprises combinations of existing technologies, or technologies whose use in problem areas or new challenges in commercialization (e.g. systems or operations) can precipitate major paradigm shifts in technology products or create entirely new ones. According to Christensen and Bower (1996, 202), disruptive technologies are "technologies... that disrupt an established trajectory of performance improvement, or re-define what performance means." Illustrations of disruptive technologies are blockchain technologies, artificial intelligence, digital technologies, and models of a shared economy Distributed innovations (whether technological, processual, or commercial) often defy any prescribed behavior: radical concepts, uncertain and loosely defined outcomes, and an ability to make investment justification difficult-whether on account of non-developed markets or already non-existent ones (Evans, 2017; Iqbal & Hassan, 2019). Since Christensen, Baumann, Ruggles, and Sadtler (2006) (see also, Christensen et al., 2015; Christensen, McDonald, Altman, & Palmer, 2018) characterized disruptive technology, there has been an explosion of serious literature on DTI. As these authors assert, disruptive technology happens when the incumbents are essentially blindsided by being busy satisfying their existing customers. Disruptive tech research allows one to trace the performance trajectories of potential disruptors, thereby pointing to the most threatening ones. Christensen and other authors build their arguments from 77 cases of disruptions with catastrophic effects on incumbents.² In his book on "Innovator's Dilemma", in 2015 Christensen arrived at the conclusion that technological development occurs in two modes. The first mode is sustained technology, where the result is the improvement of product performance levels, which range from incremental to radical, and it is those firms who are leaders in the industry that drive it forward. Strategic leadership plays a great role in developing corporate strategies regarding this. The future is visualized, choices are made based on knowledge, and the people are inspired and motivated toward a common goal (Iqbal & Ali, 2024). Clearly show these to the top management as these are meant to make strategic contributions and operational workers who are supposed to operate the front ends of these products (Iqbal & Omerci, 2024).

Second category includes disruptive technology, which includes innovations that disrupted and potentially redefined performance trajectories leading to the downfall of the industry's leaders. In a broad sense, the claim is successful companies risk going out of business if they fail to distinguish between sustaining technologies and disruptive technologies and do not put money into emerging disruptive

technologies (Kassicieh et al., 2002). As pointed out by Kostoff et al. (2004): "Possible reasons for their demise include: first, disruptive products are simpler and cheaper; they generally promise lower, not higher, profit margins; second, disruptive technologies typically are first commercialized in emerging or insignificant markets; and third, leading firms' most profitable customers generally do not want, and indeed initially cannot use, products based on disruptive technologies."

It is pertinent to distinguish governance from the management in traditional corporate governance (Iqbal et al., 2024). The governing board consists of directors who are both fiduciary and strategic duty bearers. According to Fama (1980), directors are "professional referees" over management on behalf of the shareholders who appointed them for that purpose. While enacting corporate governance, according to Forbes and Milliken (1999), "directors undertake complex multifaceted tasks," but they are just about "monitoring and influencing strategy", but not about day-to-day administration and implementation. Most of the earlier literature is replete with examples lacking this distinction; most examples fail to recognize the term governance which is often applied in what traditionalists would call management functions. Progress in the IT industry has opened countless exciting possibilities for the field (Fahim et al. 2020).. One such example is "IT governance." Bowen, Cheung, and Rohde (2007) contend: "Kaplan (2005) defines IT governance as the set of processes used by the organization to manage IT, i.e. aligning IT with business objectives, resourcing IT projects, and monitoring IT performance," without making this distinction. It is institutionalized by both of them and by Kaplan (2005) to whom they refer. It is well captured by Debreceny (2013), who asks: "What role do governing bodies, such as the Board of Directors, play in the oversight and direction of IT?" and "What roles and responsibilities for IT does the governing body assume and what is delegated to senior and operational management?".

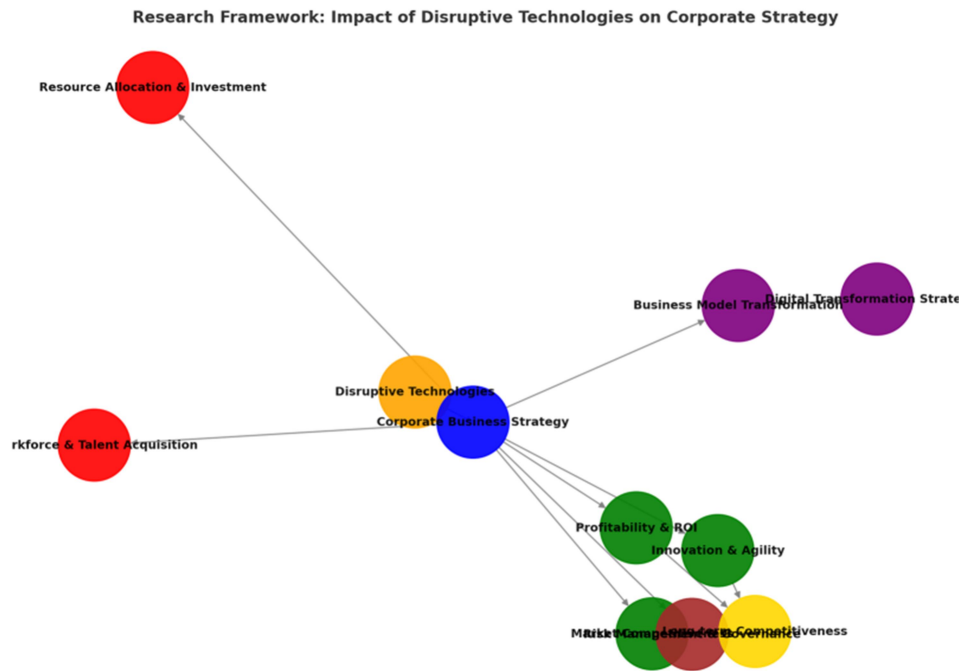


Figure 1: Research Framework

METHODOLOGY

This research involves both qualitative and quantitative research methods since it seeks to investigate the impact of disruptive technology on business strategy. In this way, it is expected to give a full picture of how corporations use to adapt to technology disruption.

Research Design

A combination of exploratory and descriptive research will be done. The exploratory side will elicit key disruptive technologies and their impact on corporate strategies, while the descriptive part will analyze the particular adaptation strategies that organizations adopt.

Data Collection Methods

Interviews

Semi-structured interviews with industry experts, business leaders, and professionals in the digital transformation will generate profound insights concerning corporate responses to technological disruption.

Literature Survey

Review academic journals and company reports, case studies, and white papers, to audit already available frameworks or trends in digital transformation in the corporate strategy elements.

Case Studies

The research will analyze real-world case studies across different industries, showing how companies either successfully or unsuccessfully incorporate disruptive technologies.

Sampling Strategy

In purposive sampling, respondents might be selected from respondents of a range of industries, including technology, finance, manufacturing, and retail. The study encompasses individuals in these domains associated with strategic decision-making, innovation management, or digital transformation initiatives.

Ethical Considerations

- All identities and responses from participants will be kept confidential.
- Informed consent will be sought for surveys or interviews.
- Lastly, ethical guidelines will be strictly followed to respect data privacy and integrity.

By establishing a synthesis, this research would qualitatively and quantitatively elucidate the influence of disruptive technology on corporate strategy formation and maneuver options organizations could use to remain fit in a digital landscape undergoing constant evolution.

Table 1

Results

| Research Questions | Interviewee Code | Key Factors & Themes | Outcome of Research Questions |
|--------------------------------------|------------------|----------------------|-------------------------------|
| How does the adoption of IT-01, STR- | | Market | Companies that integrate |

| Research Questions | Interviewee Code | Key Factors & Themes | Outcome of Research Questions |
|---|-------------------------|--|---|
| disruptive technology impact the corporate business strategy in terms of the organization's ability to compete in the market, maintain profitability, and stay ahead of competitors? | 02, FIN-03 | competitiveness, profitability, strategic positioning, agility, innovation adoption | disruptive technologies enhance competitiveness, optimize operations, and drive innovation, leading to sustainable profitability and market leadership. |
| What are the implications of disruptive technology on the traditional business models of established firms and how can they adapt their strategies to incorporate these changes? | STR-04, OP-05, MGT-06 | Business model transformation, digital disruption, adaptation strategies, resistance to change | Traditional firms must redesign their business models by adopting digital transformation strategies, fostering an innovation culture, and investing in agile operational frameworks to stay relevant. |
| How does disruptive technology affect the overall corporate strategy in terms of resource allocation, talent acquisition, and investment decisions, and how can organizations ensure that they are investing in the right technologies to stay competitive in the long run? | HR-07, FIN-08, TECH-09 | Workforce transformation, capital allocation, ROI on technology investments, strategic foresight | Organizations must align resource distribution with digital priorities, upskill employees for tech-driven roles, and make data-driven investment decisions to ensure long-term competitiveness. |
| What are the potential risks and benefits of disruptive technology for corporate business strategy, and how can organizations assess and mitigate these risks while maximizing the potential benefits to their bottom line? | RISK-10, GOV-11, STR-12 | Cybersecurity, operational risks, regulatory compliance, market opportunities, cost-benefit analysis | Effective risk management frameworks, ethical AI governance, and proactive digital strategies enable firms to mitigate risks while leveraging disruptive technologies for increased efficiency and profitability. |

DISCUSSION

Innovative solutions are beginning to change corporate strategies, forcing established companies to rethink their age-old models and foster innovation. Artificial intelligence, blockchain technology, and the Internet of Things can be leveraged by companies to optimize operations and engage customers. AI analytics can assist organizations in predicting market behavior and customizing their offerings while blockchain technology ensures transparency in payments and security in transactions. On the downside, the adoption of these technologies requires a considerable amount of investment, along with skills and strategic foresight to properly align them with business objectives. Those that resist change will be giving way to more adaptable competition in the market, possibly leading to their displacement. In 2023, technological advancement was happening at an unprecedented pace, creating new opportunities but

posing challenges for businesses. Digital transformation increases competitiveness but requires structural governance, supply chain, and customer interaction changes. Organizations must help themselves to evolve continuously by establishing a culture of innovation and agility. Ones that forward invest in research and development, digital up skilling, and ecosystem partnerships allow themselves to gain a competitive edge. Conversely, resistance to change, internal bureaucracies, and legacy systems can indeed hamper even the valid adoption of disruptive technologies, thus restricting the organization from taking advantage of the trends it hears about.

Short-term profits and long-term innovation: a difficult balancing act for corporate leaders. Disruptive technologies significantly lower costs and maximize revenues, but failure to align such efforts with corporate strategy may lead to wastage of resources and operational inefficiencies. Effective leadership is a facilitator to instigate such transformations where an effective integration process reduces risks associated with the adoption of new technologies. Ethical issues, including data privacy, cybersecurity, and displacement of the workforce, build trust and sustainability. Technological disruption response across companies is also largely dependent on industry-specific factors. In the financial sector, fintech is changing banking services through digital payments, robo-advisors, and decentralized finance, while in manufacturing, the traditional factory is set to gain production efficiency and waste reduction through automation and smart factories driven by IoT. In turn, the healthcare sector uses AI to support diagnostics and telemedicine, thereby improving patient care. These differences across industries illustrate the need for strategic approaches that cater not only to industry-specific demands but also to technology. In the ultimate analysis, businesses have to be adaptable and strategic thinkers if they want to survive and make the best of the digital age. Disruptive technologies cannot be viewed as threats by companies; on the contrary, they must see them as growth enablers and, consequently, turn all challenges into opportunities. Through practices such as continuous learning, collaborative work, and digital experimentation, organizations are able to forge resilient business models capable of withstanding pressures over the long haul. The future holds no promise for organizations that do not embrace changes created through technology, meaning that they will become increasingly irrelevant in a worldwide economy that becomes more and more digital. Future corporate strategy would be determined by the extent to which businesses integrated disruptive technologies for innovation and value creation.

CONCLUSION

The forces of change operating through these novel technologies will greatly influence how organizations develop their corporate business strategies. It causes a whole paradigm shift in the perception of competition, innovation, and viability in the long run. Only organizations harnessing emerging technologies like artificial intelligence, blockchain, and IoT can enhance their competitive edge through operational efficiency, improved customer engagement, and enhanced decision-making abilities. The technology will not just require financial investment; it will require a culture shift toward transfiguring on all levels. Strategic adaptability remains the most critical factor to embrace within this changing landscape. Those that embrace innovation actively, invest in digital talent, and promote agility in how they operate are most likely to benefit from technologies that disrupt the status quo. Challenges to be faced include cyber security threats, ethical concerns, and organized resistance to change; all must be managed with diligence. The leadership is there to ensure that any technology adoption is consciously pursued for the sake of corporate objectives, operational efficiency, and market competitiveness. Industry-specific strategies for digital transformation must be devised amid the particular challenges and opportunities within that industry. The companies that view disruptive technologies as triggers for growth

will be ahead of others in the digital economy in future. Companies can pre-emptively leveraging the introduction of the innovations in their corporate strategies to create new revenue streams, improved customer experiences, and build sustainable competitive advantages. As the ever-changing business world continues to evolve, it will be the harbinger of future corporate success for those embracing change while pragmatically exploiting technology advancements.

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