International Journal of Education, Social Studies, And Management (IJESSM)
e-ISSN : 2775-4154
Volume 5, Issue 3, October 2025
The International Journal of Education, Social Studies, and Management (IJESSM) is published 3 times a year (**February, Juny, October**).
Focus : Education, Social, Economy, Management, and Culture.
LINK : http://lpppipublishing.com/index.php/ijessm

Strategic Management Analysis in Technology Companies Amidst Technological Disruption

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ARTICLE INFO
Article history:
Received
01 December 2025
Revised
21 December 2025
Accepted
10 January 2026

ABSTRACT

The purpose of strategic management is to provide long-term direction, improve efficiency and effectiveness of performance, facilitate adaptation to environmental changes, create competitive advantage through innovation, maximize resources, and understand strengths, weaknesses, opportunities, and threats to achieve company goals optimally and sustainably. This ensures the business maintains focus, relevance, and competitiveness in a dynamic marketplace. This presentation aims to explain how to analyze strategic management in technology companies amidst technological disruption. This presentation uses a narrative analysis approach using secondary data to explain strategic management in technology companies amidst technological disruption. The research results show that strategic management in technology companies amidst technological disruption focuses on strategic agility, continuous innovation, and customer orientation for intelligent decision-making through the adoption of the latest technology, building an adaptive culture, and leveraging data to remain relevant and competitive amidst rapid change, involves transforming culture, business processes, and business models, while also addressing challenges such as resistance to change and high investment.

Keywords: *Strategic Management, Technology Companies, Technological Disruption*

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INTRODUCTION

Strategic management in economics is the process of establishing a company's vision, mission, and long-term goals, as well as formulating and implementing steps to achieve these goals by effectively utilizing resources while adapting to changes in the external environment, such as the economy and competitors, to build a sustainable competitive advantage (Mariani et al., 2023). This involves analyzing internal and external conditions, making strategic decisions about which industry to compete in, how to compete, allocating resources, and measuring performance to ensure the company's long-term performance remains effective and efficient. The purpose of strategic management is to provide long-term direction, improve efficiency and effectiveness of performance, facilitate adaptation to environmental changes, create competitive advantage through innovation, maximize resources, and understand strengths, weaknesses, opportunities, and threats to achieve company goals optimally and sustainably. This ensures the business maintains focus, relevance, and competitiveness in a dynamic marketplace.

Strategic management is a continuous process of goal-setting, formulating, implementing, and evaluating strategies to achieve competitive advantage and organizational sustainability. This is heavily influenced by the dynamic internal and external environment of technology, markets, and competitors. This demands responsive and flexible strategic agility, resource optimization, and long-term goal-oriented decision-making. This involves in-depth analysis, resource allocation, and continuous adaptation to ensure a company remains relevant and competitive, such as adapting to online sales during the pandemic. Effective strategic management is crucial for companies to adapt to changing business environments, achieve long-term goals, and maintain a competitive advantage. Conditions requiring strong strategic management typically involve market uncertainty, intense competition, and rapid technological change (Romlah et al., 2024).

Technology companies are businesses focused on developing, manufacturing, and providing technology-based products or services, such as hardware, software, and internet services. Well-known global examples include Apple, Microsoft, and Google, while in Indonesia, GoTo (Gojek Tokopedia), EMTEK, and Bukalapak play a significant role in driving innovation and digital ecosystems across various sectors of modern life. Technology companies bring significant benefits such as increased efficiency, productivity, and revenue through automation and digitalization, expanded markets and customer access, especially for MSMEs through online platforms, faster decision-making through data analysis, and competitive advantage and innovation that are more adaptive to market trends, all of which support sustainable and transformational business growth. Adaptive competitiveness and innovation are fundamental capabilities for individuals or organizations to survive and thrive in a rapidly changing environment by adapting to change and simultaneously creating new solutions, products, or processes that provide added value and market advantages. This includes the ability to transform

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problems into opportunities or efficiently optimize resources to meet evolving customer needs.

Disruptive technology companies are companies that create innovative products, services, and new business models that fundamentally change the way established industries operate and displace incumbents by offering more efficient, affordable, or accessible value, such as Netflix replacing cable TV or Gojek/Uber transforming conventional transportation (Sedjati, 2015). These are not just ordinary technology companies, but rather those that drastically transform markets through digitalization, automation, or new models, such as e-commerce replacing physical retail. Digitization is the process of converting information or data from physical and printed analog forms into digital formats of binary numbers 0 and 1 using technology, and integrating this technology to change the way systems or business processes work to be more efficient, faster, and connected, such as replacing manual attendance with online systems or online public services. This is not just about conversion, but also a comprehensive operational and strategic transformation to create new value, for example through marketplaces, mobile banking, or telemedicine.

This presentation aims to explain how to analyze strategic management in technology companies amidst technological disruption.

RESEARCH METHOD

This presentation uses a narrative analysis approach using secondary data to explain strategic management in technology companies amidst technological disruption. Narrative analysis is a qualitative method for understanding the stories of individuals or groups, examining how they organize experiences into narratives to create meaning, focusing on the structure, themes, and context of the stories to uncover deeper understandings of identity and the social world, not just the content of the words (Kurdhi et al., 2023). This analysis encompasses a variety of approaches, from literature to interviews, to unravel the plot, characters, settings, and messages hidden within the stories told. Objective narrative analysis is a qualitative research method to uncover the meaning, identity, and experiences of individuals or groups by analyzing the structure, themes, and socio-cultural context of the stories they tell. This allows researchers to understand how people organize and make sense of their lives, and how narratives shape perceptions and identities. Objectives include understanding storylines such as plot, characters, and conflict to discover hidden meanings, contextualizing subjective experiences within a broader context, and building new theories about social phenomena. Secondary data is data that has been collected, processed, and published by others or not directly researchers, available in the form of documents, reports, journals, government statistics, or other media, which are used as supporting and complementary data for research to save time and costs, and provide context and validity, but its relevance and accuracy need to be ensured (Kurdhi et al., 2023). The purpose of secondary data is to complement, broaden insights, provide context, test hypotheses, identify trends, and support decision-making by providing existing data such as books, journals, statistics, and reports in a time- and cost-effective manner, and serve as a comparison or initial basis for new research.

RESULT AND DISCUSSION

Technological Disruption

Technological disruption is a fundamental and drastic change in an industry or the way society interacts due to new technological innovations that replace old methods, drive digital transformation, create new business models, and change social and economic behaviors across the board. This phenomenon, such as the emergence of e-commerce and e-wallets, has changed shopping and transaction habits. This phenomenon forces everyone, from individuals to companies, to adapt by adopting digital technology to remain relevant and competitive. The goal of technological disruption is to create fundamental change by delivering innovations that transform the way consumers, industries, and markets operate, making them more modern, efficient, and convenient. This includes the emergence of new markets like mobile apps and smartwatches, accelerating business processes, improving access to information, and encouraging new, profitable business models that address previously unmet market needs. Essentially, the goal is to simplify human activities and improve the quality of life through transformative digital innovation. Technological disruption fundamentally alters strategic management, demanding rapid adaptation through business model innovation, a focus on customer experience, and the use of technologies such as artificial intelligence and the internet of things to create new competitive advantages, not only for efficiency but also to overhaul markets and relevance amidst increasing uncertainty and competition. The key is strategic agility, cultural transformation, and the courage to disrupt oneself before being disrupted by other players (Romlah et al., 2024).

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Strategic management in technology companies amidst technological disruption focuses on strategic agility, continuous innovation, and customer orientation for intelligent decision-making through to remain relevant and competitive amidst rapid change, involves transforming culture, business processes, and business models, while also addressing challenges such as resistance to change and high investment:

1. The Adoption of the Latest Technology
   Adoption of current technology is the process of accepting, integrating, and utilizing new digital tools, processes, and systems to improve efficiency, productivity, and overall experience (Deni, 2023). This process is relevant to individuals, organizations, and society at large. The goal of adopting the latest technology is to increase efficiency, productivity, and competitiveness by automating processes, simplifying work, and making better data-driven decisions, as well as to create innovation in products and services, improve customer experience, and strengthen business growth strategically in the dynamic digital era. Adopting the latest technology in strategic management is crucial to achieving competitive advantage, enabling data-driven decision-making, and significantly improving operational efficiency in the current era of digital disruption (Pandiangan et al., 2024). Adopting the latest technology amidst technological disruption is the process of accepting, integrating, and utilizing new digital innovations such as artificial intelligence, big data, e-commerce, or ride-hailing that fundamentally change the way industries, businesses, and human lifestyles work, replacing conventional methods with more efficient, innovative solutions, and often creating new business models that disrupt incumbents who are slow to adapt. This is the key to surviving and thriving in the digital era, turning threats into opportunities through innovation and digital transformation, as online motorcycle taxis have replaced base motorcycle taxis or marketplaces have replaced physical stores (Tambunan et al., 2024; Tambunan et al., 2025).
2. Building an Adaptive Culture
   Building an adaptive culture is the process of creating an organizational or community environment that is flexible, innovative, and responsive to internal and external changes by fostering the ability for continuous learning, embracing diversity, and empowering members to adapt effectively to achieve long-term goals, supported by visionary leadership and open communication (Hamzah et al., 2025). The goal of building an adaptive culture is for organizations or individuals to survive, thrive, and excel amidst rapid change by becoming more resilient, innovative, and responsive to environmental challenges such as social, economic, and technological ones through self-adjustment, continuous learning, and internal process improvement, ensuring relevance, peak performance, and

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long-term success. Building an adaptive culture in strategic management means creating an organization that is flexible, a continuous learner, and responsive to change, through visionary leadership, open communication, employee empowerment, continuous learning, and a flexible structure, thus transforming challenges into opportunities for innovation and long-term success (Gustiawan, 2024). This involves aligning strategy with organizational values, overcoming resistance, and investing resources so that adaptation becomes a natural process, not a sporadic effort. Building an adaptive culture amidst technological disruption means creating an organization that is flexible, innovative, and continuously learning by engaging employees, developing new skills such as reskilling or upskilling, utilizing technology as a transformational tool, encouraging open communication and collaboration, and building supportive leadership or coaching to respond to rapid change and maintain business relevance. This is not just the adoption of technology, but a fundamental transformation of values and ways of working to be ready for the future (Pandiangan et al., 2025).

3. Leveraging Data

   Data utilization is the process of analyzing and processing raw data into valuable information for strategic decision-making, innovation, increased efficiency, and service development in various sectors such as business, market research, personalization, public service government, development planning, and personalized learning education. The goal is to uncover hidden patterns, identify opportunities, address problems, and create more targeted policies and strategies, while upholding data security and protection. Data utilization in strategic management involves analyzing data from various sources to identify opportunities, measure performance, understand customers, and make better, faster, and fact-based decisions to achieve business goals (Novianto, 2020). This involves collecting, managing, and analyzing data, both internal and external, to guide strategy, improve operational efficiency, minimize risk, drive innovation, and build competitive advantage through a deep understanding of markets and consumers. Data utilization amidst technological disruption is crucial and transformative. Rapidly evolving digital technologies generate large volumes of data, or big data, that can be leveraged by various sectors for innovation and adaptation.

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CONCLUSION

The research results show that strategic management in technology companies amidst technological disruption focuses on strategic agility, continuous innovation, and customer orientation for intelligent decision-making through the adoption of the latest technology, building an adaptive culture, and leveraging data to remain relevant and competitive amidst rapid change, involves transforming culture, business processes, and business models, while also addressing challenges such as resistance to change and high investment.

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