

market disruptions and new technologies

Market Disruptions and New Technologies: Navigating the Future of Innovation

market disruptions and new technologies have become inseparable forces shaping the landscape of industries worldwide. From the way we communicate to how businesses operate, these two elements continuously redefine norms, challenge established players, and open doors to unprecedented opportunities. In a rapidly evolving global economy, understanding how breakthroughs in technology spark market disruptions is crucial for entrepreneurs, investors, and consumers alike.

The Nature of Market Disruptions in the Technological Era

Market disruptions occur when innovative technologies or new business models fundamentally change the dynamics of an industry. This often results in the displacement of established companies or the transformation of traditional methods. Unlike incremental improvements, disruptions can swiftly alter consumer expectations and competitive landscapes.

What Triggers Market Disruptions?

Several factors can ignite a market disruption, including:

- **Technological innovation:** The introduction of a groundbreaking technology that improves efficiency or creates new possibilities.
- **Changing consumer behavior:** Shifts in preferences or demands that render old products or services obsolete.
- **Regulatory changes:** New laws or policies that open markets to new entrants or restrict incumbent businesses.
- **Economic shifts:** Fluctuations in costs, resource availability, or global trade dynamics.

For example, the rise of smartphones disrupted multiple industries, from photography to navigation, while the emergence of streaming services revolutionized entertainment consumption.

Key Technologies Driving Modern Market Disruptions

New technologies act as catalysts for disruption by creating innovative solutions that challenge

traditional processes. Let's explore some of the most influential technological trends reshaping markets today.

Artificial Intelligence and Machine Learning

AI and machine learning have transformed sectors ranging from healthcare to finance by enabling smarter data analysis, automation, and personalized experiences. Businesses leveraging AI can optimize operations, predict consumer behavior, and develop new products faster than ever. This capability not only disrupts existing workflows but also creates novel market niches.

Blockchain and Decentralized Systems

Blockchain technology introduces transparency, security, and decentralization to transactions, impacting industries like banking, supply chain, and even voting systems. By removing intermediaries and increasing trust, blockchain challenges traditional centralized models and offers new ways to handle data and assets.

Internet of Things (IoT)

IoT connects everyday devices to the internet, enabling real-time data collection and automation. This connectivity disrupts sectors such as manufacturing, agriculture, and home automation by enhancing efficiency and creating smarter environments. For instance, predictive maintenance in factories reduces downtime and costs significantly.

Renewable Energy Technologies

Advancements in solar, wind, and battery storage technologies are disrupting the energy market by shifting dependency away from fossil fuels. These innovations not only support sustainability goals but also create competitive pricing and decentralized power generation models.

Impacts of Market Disruptions on Businesses and Consumers

Market disruptions brought on by new technologies have far-reaching effects on both companies and customers, influencing how value is created and delivered.

For Businesses

- **Need for Agility:** Companies must adapt quickly to technological changes or risk obsolescence.
- **Innovation Pressure:** Continuous innovation is necessary to stay competitive and meet evolving customer expectations.
- **New Competitors:** Startups and tech-savvy entrants can challenge incumbents, often with leaner operations and fresh ideas.
- **Operational Transformation:** Adoption of automation and data analytics can optimize processes but requires investment and skill development.

For Consumers

- **Enhanced Experiences:** Personalized products and services tailored to individual needs become more accessible.
- **Greater Choice:** Disruptions often increase market competition, leading to more options and better pricing.
- **Learning Curve:** New technologies may require consumers to adapt or upgrade their skills and devices.
- **Privacy and Security Concerns:** Increased data usage raises questions about how personal information is managed.

Strategies to Thrive Amid Market Disruptions and New Technologies

Navigating the wave of disruption demands a proactive and informed approach from businesses and individuals alike.

Embrace Continuous Learning and Innovation

Staying updated with technological advancements and industry trends can help organizations anticipate changes and innovate accordingly. Encouraging a culture of experimentation and agility is vital.

Leverage Data and Analytics

Harnessing big data and analytics tools can provide insights into customer behavior, market opportunities, and operational efficiencies. Data-driven decision-making enables more precise strategies in uncertain environments.

Collaborate and Build Ecosystems

Forming partnerships with startups, technology providers, and even competitors can foster innovation and share risks. Collaborative ecosystems accelerate development and market penetration.

Focus on Customer-Centricity

Understanding evolving consumer needs and preferences ensures that new technologies are implemented with the end-user in mind. Building trust through transparency and responsiveness enhances loyalty during disruptive periods.

The Future Outlook: What Lies Ahead?

As emerging technologies such as quantum computing, 5G networks, and advanced robotics mature, their potential to disrupt markets will only increase. Businesses that integrate foresight with flexibility will be better positioned to capitalize on these opportunities.

Moreover, the interplay between technological innovation and societal factors like sustainability, ethics, and regulation will shape the trajectory of future disruptions. Staying attuned to these dimensions can help stakeholders balance innovation with responsibility.

In essence, market disruptions and new technologies are not merely challenges but gateways to transformation. By embracing change thoughtfully, individuals and organizations can unlock growth, create value, and contribute to a more dynamic and inclusive economy.

Frequently Asked Questions

What are the main causes of market disruptions due to new technologies?

Market disruptions caused by new technologies typically stem from innovations that significantly improve efficiency, reduce costs, or create entirely new ways of delivering value, such as artificial intelligence, blockchain, and automation.

How do new technologies impact traditional business models during market disruptions?

New technologies often render traditional business models obsolete by introducing more efficient processes, new customer experiences, or alternative revenue streams, forcing companies to adapt or risk losing market share.

What role does artificial intelligence play in market disruptions?

Artificial intelligence accelerates market disruptions by enabling automation, enhancing decision-making through data analytics, personalizing customer experiences, and creating innovative products and services that reshape industries.

How can companies effectively respond to market disruptions caused by emerging technologies?

Companies can respond by fostering a culture of innovation, investing in research and development, adopting agile business strategies, collaborating with technology partners, and continuously monitoring technological trends to adapt quickly.

What industries are most vulnerable to disruptions from new technologies?

Industries such as retail, transportation, finance, healthcare, and manufacturing are particularly vulnerable due to rapid technological advancements like e-commerce, autonomous vehicles, fintech solutions, telemedicine, and smart manufacturing.

How do market disruptions from new technologies affect consumers?

Consumers often benefit from market disruptions through improved products and services, lower prices, increased convenience, and greater access to information, although they may also face challenges like data privacy concerns and job displacement.

Additional Resources

Market Disruptions and New Technologies: Navigating the Shifting Landscape of Industry Innovation

market disruptions and new technologies are at the forefront of contemporary business conversations, shaping the trajectory of industries worldwide. As digital transformation accelerates and innovation cycles shorten, organizations face unprecedented challenges and opportunities. The interplay between disruptive market forces and emerging technologies compels enterprises to rethink traditional strategies, adapt to evolving consumer expectations, and embrace agility to maintain competitive advantage.

The Dynamics of Market Disruptions in the Digital Age

Market disruptions often stem from sudden shifts in consumer behavior, regulatory changes, or breakthrough innovations that redefine industry norms. Historically, disruptions have been catalysts for economic growth and technological advancement, yet they also introduce volatility and uncertainty. In today's fast-paced environment, the velocity and scope of disruptions have intensified, largely driven by advancements in artificial intelligence (AI), blockchain, Internet of Things (IoT), and cloud computing.

For instance, the rise of e-commerce giants disrupted brick-and-mortar retail by leveraging digital platforms and data analytics to optimize customer experience and supply chain efficiency. Similarly, ride-sharing apps challenged traditional taxi industries through mobile connectivity and user-centric pricing models. These examples illustrate how new technologies serve as enablers for market disruptions, altering competitive landscapes and consumer engagement paradigms.

Emerging Technologies Fueling Disruptive Change

Several cutting-edge technologies are central to ongoing market disruptions:

- **Artificial Intelligence and Machine Learning:** AI algorithms enhance decision-making, automate complex tasks, and personalize services. Industries such as finance, healthcare, and manufacturing benefit from AI-driven predictive analytics, fraud detection, and process automation.
- **Blockchain Technology:** By enabling decentralized and transparent transactions, blockchain disrupts traditional financial services, supply chain management, and digital identity verification.
- **Internet of Things (IoT):** IoT devices collect real-time data, revolutionizing sectors like agriculture, logistics, and smart cities by improving operational efficiency and customer insights.
- **5G Connectivity:** The deployment of 5G networks accelerates data transfer speeds and reduces latency, facilitating innovations in autonomous vehicles, remote surgery, and immersive virtual experiences.

These technologies not only introduce new capabilities but also challenge existing business models, forcing incumbents to adapt or risk obsolescence.

Impact on Traditional Industries and Business Models

The infusion of new technologies into established sectors often leads to paradigm shifts. Traditional industries, from manufacturing to media, confront the dual pressure of digitization and emerging

competitors.

Manufacturing and Industry 4.0

Industry 4.0 epitomizes the integration of cyber-physical systems, IoT, and AI in manufacturing processes. Market disruptions here manifest as:

- **Smart Factories:** Automated production lines with real-time monitoring increase productivity and reduce downtime.
- **Supply Chain Transparency:** Blockchain applications enable tracking of goods from raw materials to finished products, enhancing trust and compliance.
- **Customization and Flexibility:** Digital twins and 3D printing allow for tailored products and rapid prototyping, shifting the focus from mass production to mass customization.

While these innovations reduce costs and improve quality, they require significant capital investment and workforce reskilling, posing challenges for smaller firms.

Media and Entertainment Transformation

New technologies disrupt content creation, distribution, and consumption patterns. Streaming services leverage cloud infrastructure and AI-driven recommendations to challenge traditional broadcast television. Virtual and augmented reality technologies are redefining immersive experiences, creating new revenue streams but also fragmenting audiences.

Challenges and Opportunities in Adopting New Technologies

The journey toward embracing disruptive technologies is complex and multifaceted. Businesses must weigh numerous factors to successfully navigate this landscape.

Pros of Adopting Emerging Technologies

- **Enhanced Operational Efficiency:** Automation reduces manual errors and accelerates workflows.
- **Improved Customer Experience:** Data analytics enables personalized services that foster loyalty.

- **Access to New Markets:** Digital platforms often lower barriers to entry and expand global reach.

Cons and Risks

- **High Initial Costs:** Implementing advanced systems can strain budgets, particularly for SMEs.
- **Cybersecurity Threats:** Increased connectivity raises vulnerability to data breaches and cyberattacks.
- **Workforce Displacement:** Automation may render certain roles obsolete, necessitating retraining and social adaptation.

Strategic planning and stakeholder engagement become essential to balance these trade-offs.

The Role of Regulation and Ethical Considerations

As new technologies disrupt markets, regulatory frameworks often lag behind, creating ambiguity and potential risks. Policymakers face the challenge of fostering innovation while protecting consumer rights and ensuring fair competition.

Issues such as data privacy, algorithmic bias, and platform monopolization demand careful scrutiny. For example, AI systems must be transparent and accountable to prevent unintended discrimination. Likewise, the decentralization enabled by blockchain raises questions about jurisdiction and compliance.

Collaborative efforts between industry leaders, regulators, and civil society are crucial to developing standards that align technological progress with societal values.

Predicting Future Trends

Looking ahead, the convergence of technologies like AI, IoT, and quantum computing promises to further accelerate market disruptions. Businesses that prioritize digital transformation and invest in innovation ecosystems will be better positioned to capitalize on emerging opportunities.

Moreover, sustainability considerations are becoming integral to technology adoption, with green tech solutions gaining prominence in mitigating environmental impact.

Market disruptions and new technologies are not isolated phenomena but interconnected forces reshaping the global economy. Navigating this evolving landscape requires continuous vigilance, adaptability, and a forward-thinking mindset.

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market disruptions and new technologies: 7 Keys to Market Disruptions Samuel Winterbottom, Market disruption has become the defining characteristic of modern business, transforming entire industries overnight and leaving countless organizations scrambling to adapt or perish. The concept of disruption extends far beyond the simple notion of competition; it represents a fundamental shift in how value is created, delivered, and captured within any given market ecosystem. Understanding this phenomenon requires us to move beyond traditional frameworks of incremental change and embrace a more dynamic perspective on how markets evolve and transform. The traditional view of market competition assumed relatively stable playing fields where established companies could rely on existing competencies and gradually improve their offerings over time. This perspective worked well in an era of slower technological advancement and more predictable consumer behavior. However, the accelerating pace of technological innovation, combined with shifting social values and global connectivity, has created an environment where disruption is not merely possible but inevitable. Disruption typically begins at the margins of existing markets, often targeting customer segments that incumbent companies have either ignored or deemed unprofitable. These disruptions usually start with products or services that appear inferior by traditional measures but offer unique benefits that resonate with specific customer groups. Over time, these initially marginal offerings improve rapidly while maintaining their distinctive advantages, eventually challenging and often displacing established market leaders.

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market disruptions and new technologies: *Digital Business and Electronic Commerce* Bernd W. Wirtz, 2024-06-04 This textbook introduces readers to digital business from a management standpoint. It provides an overview of the foundations of digital business with basics, activities and success factors, and an analytical view on user behavior. Dedicated chapters on mobile and social media present fundamental aspects, discuss applications and address key success factors. The

Internet of Things (IoT) is subsequently introduced in the context of big data, cloud computing and connecting technologies, with a focus on industry 4.0 and the industrial metaverse. In addition, areas such as smart business services, smart homes and digital consumer applications as well as artificial intelligence, quantum computing and automation based on artificial intelligence will be analysed. The book then turns to digital business models in the B2C (business-to-consumer) and B2B (business-to-business) sectors. Building on the business model concepts, the book addresses digital business strategy, discussing the strategic digital business environment and digital business value activity systems (dVASs), as well as strategy development in the context of digital business. Special chapters explore the implications of strategy for digital marketing and digital procurement. Lastly, the book discusses the fundamentals of digital business technologies and security, and provides an outline of digital business implementation. A comprehensive case study on Google/Alphabet, explaining Google's organizational history, its integrated business model and its market environment, rounds out the book.

market disruptions and new technologies: Technical, Economic and Societal Effects of Manufacturing 4.0 Mikael Collan, Karl-Erik Michelsen, 2020-07-28 This open access book is among the first cross-disciplinary works about Manufacturing 4.0. It includes chapters about the technical, the economic, and the social aspects of this important phenomenon. Together the material presented allows the reader to develop a holistic picture of where the manufacturing industry and the parts of the society that depend on it may be going in the future. Manufacturing 4.0 is not only a technical change, nor is it a purely technically driven change, but it is a societal change that has the potential to disrupt the way societies are constructed both in the positive and in the negative. This book will be of interest to scholars researching manufacturing, technological innovation, innovation management and industry 4.0.

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market disruptions and new technologies: **Current Issues on Digital Transformation, Corporate Entrepreneurship, and Coopetition** Anna Ujwary-Gil, 2024-01-01 An integrated PLS-SEM model on the interplay of antecedents and moderators driving corporate entrepreneurship activity in South Africa PURPOSE: Corporate entrepreneurship (CE) is a multi-faceted phenomenon, and although there is extant research on CE, there are knowledge gaps that warrant a deeper understanding. Indeed, focusing solely on independent variables overlooks the extent to which CE activities are mutually and reciprocally supportive. We align our article with research calls for theory building, which provides a novel understanding of the dynamic complexity of the CE process. METHODOLOGY: In this regard, we formulate and empirically evaluate an integrated CE model that reflects the integrative complexity of the antecedents driving CEA. The study context is the South African banking sector, where primary data (n = 312) is obtained via a structured survey. Four meta-hypotheses and several sub-hypotheses, reflecting the organizational, individual, and environmental level antecedents, are tested using partial least squares structural equation modeling (PLS-SEM). FINDINGS: The main study finding validates that corporate strategy is the bedrock of CEA. The results also reveal that entrepreneurial strategy, entrepreneurial structure, transformational leadership, organizational resources, and an entrepreneurial mindset are significant predictors of CEA. IMPLICATIONS: Practical implications highlight that it is important for managers to consider the configuration of the predictors within the CE model, which function as pathways to entrepreneurial corporate strategy. ORIGINALITY AND VALUE: Our study makes a unique contribution by developing and testing an integrated and comprehensive model reflecting the dynamic complexity of the antecedents driving CEA. It is anticipated that the results will allow researchers to compare and examine comparable antecedents to CEA and their applicability in global country contexts. Keywords: corporate entrepreneurship, antecedents, entrepreneurial

strategy, organizational resources, transformational leadership, entrepreneurial mindset, partial least squares structural equation modelling, PLS-SEM, South Africa. Pushing coopetition research further: Understanding, relevance, and operationalization of the attributes of coopetition strategies and coopetitive relationships PURPOSE: Although coopetition was defined three decades ago and is intensively investigated, its theoretical and research cognition remains far from thoroughly understood. The lack of conceptual consistency prevents researchers from conducting comparable research, leading to more generalizable results, and thus from building coherent knowledge. This study addresses the above shortcoming by the development of operationalizations of two types of attributes assigned to coopetition: strategic attributes characterizing coopetition strategies and relational attributes characterizing coopetitive relationships. METHODOLOGY: In our study, we adopted a two-step research process consisting of qualitative verification of a list of 8 coopetition attributes (2 strategic and 6 relational) identified in prior literature as relevant for coopetition success and the development of integrative conceptualization and measurement approaches for them. The verification was conducted through focus group interviews with scholars experienced in coopetition research and senior managers from firms adopting coopetition strategies. The measurement approaches for the positively verified attributes were developed through the integration of (1) approaches used so far in coopetition literature, (2) approaches used to date in the literature on the features of inter-organizational relationships, and (3) approaches that emerged during the focus group interviews. FINDINGS: This study shows two strategic (i.e., dynamics and paradoxicality) and six relational (i.e., asymmetry, complexity, intensity, mutual dependence, strength, and tensions) coopetition attributes as heterogeneously relevant for coopetition success and offers multi-item operationalizations for them derived from a combination of prior literature and qualitative research. IMPLICATIONS: Our paper shows strategic and relational attributes of coopetition as theoretically and practically relevant for coopetition success. ORIGINALITY AND VALUE: As a contribution, this study offers scientifically grounded operationalizations of eight attributive success factors of coopetition. The developed measurement proposals can find valuable applications in two ways. First, coopetition researchers can use them in their studies, and a consistent measurement approach will allow for the comparison of research results, bringing us closer to drawing more general conclusions. Second, coopetition practitioners can use these proposals when managing coopetition, for instance, to evaluate, monitor, and intentionally shape them to make coopetition (more) successful. Keywords: coopetition, focus group interviews, operationalization, measurement scale, coopetitive relationships, coopetition strategies

Guiding incumbent companies in navigating digital transformations: A qualitative study on structural ambidexterity and strategic leadership PURPOSE: Despite digital transformation being a focus topic for incumbent companies, organizational structures are a significant barrier to their success. Referring to the positive correlation between ambidexterity and digital innovation, our research provides guidance on structural ambidexterity for incumbent companies. Previous research has barely differentiated between exploration and exploitation in digital transformation. In the present paper, we fill part of this research gap by focusing on structural ambidexterity in digital transformations and providing guidance on how incumbent companies can overcome organizational challenges. METHODOLOGY: Our research is based on an explorative research design with 33 semi-structured interviews that allow in-depth information. The interview partners were selected using purposive sampling and represented different industry and hierarchy levels. All of them have been in a position related to digital transformation in an incumbent company for the last two years. We ensure scholarly rigor using thematic analysis to analyze our data. FINDINGS: Our decision tree guides separation or integration based on the closeness of digital activities to the core business and the association of the activities to exploration or exploitation. Additionally, we recommend considering the digital maturity grade in the decision-making. Developing a cross-functional digital transformation strategy and pursuing a balanced portfolio fosters ambidexterity in digital transformation. Clear responsibilities, collaborative decision-making, candidate selection, and collaboration with IT are essential leadership activities. IMPLICATIONS for theory and practice: Our

research expands the existing research on digital transformations of incumbent companies. We specifically contribute to the limited details on how to separate digital activities considering an exploration/exploitation perspective. Our study guides practitioners to address one of their major challenges in digital transformations with the help of our decision tree.

ORIGINALITY AND VALUE: Based on the positive correlation between ambidexterity and digital innovation, our study contributes to the existing research by providing in-depth knowledge of structural ambidexterity in digital transformations. This detailed information is essential to provide knowledge on enabling the positive correlation between ambidexterity and innovation in the context of structural ambidexterity.

Keywords: digital transformation, digitalization, organizational structures, structural ambidexterity, temporal ambidexterity, incumbent companies, guidelines

Leveraging green innovation from big data analytics: Examining the role of resource orchestration and green dynamic capabilities

PURPOSE: The notion of big data analytics (BDA) has received increased attention from both researchers and managers. Keeping in view the significance of BDA, the current research aims to examine the role of BDA capability to leverage firm green innovation (GI). Drawing from the dynamic capability view, current study suggests that BDA capability prompts green dynamic capabilities (DCs), enabling organizations to attain GI successfully. Particularly, present study proposes that BDA analytics prompt GI directly as well as through green DCs. Moreover, this study also draws from complementarity perspective and proposes that resource orchestration capability (ROC) is likely to enhance the effectiveness of green DCs in eliciting GI. Thus, the objectives of the current study are threefold; first, it aims to unveil the role of BDA capability in prompting GI; second, it examines the mediating role of green DCs for the relationship between BDA capability and GI; and third, this research examines the moderating effect of ROC to examine if it strengthens the effects of green DCs.

METHODOLOGY: This study involves testing hypotheses using primary data collected by using the method of survey questionnaire. The data were collected from 291 Pakistani organizations. Pakistan is an emerging economy where businesses are responsible for substantial amounts of carbon di-oxide and greenhouse gasses (GHG) emissions. Therefore, Pakistani organizations serve as a suitable context for the study. The respondent organizations were from both the manufacturing and service sectors. PLS-SEM was employed as an analytical approach for testing the hypotheses. Construct validity and reliability were confirmed prior to hypotheses testing.

FINDINGS: Results demonstrate that BDA capability positively affects GI ($\beta=0.33$, $p<0.01$), indicating that organizations with strong BDA capabilities involve in GI activities. Likewise, results indicate a positive relationship between BDA capability and green DCs ($\beta=0.35$, $p<0.01$) and between green DCs and GI ($\beta=0.50$, $p<0.01$). Results also indicate that green DCs play a mediating role between BDA capability and firm GI ($\beta=0.18$, $p<0.01$). This indicates that BDA capability is an imperative capability of organization that promotes green DCs and fosters GI. Finally, findings indicate that ROC strengthens the effectiveness of green DCs in prompting GI ($\beta=0.14$, $p<0.01$).

IMPLICATIONS: Findings imply that organizations that prioritizing green innovations (GI) should invest more in developing BDA capabilities. These actions may involve acquiring and analyzing large volumes of data associated with sustainability, which can provide insights and support decision-making processes. By leveraging BDA capability, managers can uncover insights and patterns that can help them make informed decisions, recognize areas for improvement, and devise innovative solutions to align organizational strategic objectives with sustainability goals.

ORIGINALITY AND VALUE: This study contributes to the literature by offering an integrated framework based on BDA and DCs to seek solutions to economic concerns while ensuring the sustainability value of the business activities. The findings also imply that businesses should focus on developing ROC, and integrating them with green DCs to further enhance GI initiatives.

Keywords: big data analytics capability, green innovation, green dynamic capabilities, resource orchestration, PLS-SEM

Defining analytical skills for human resources analytics: A call for standardization

PURPOSE: Human resources (HR) analytics systems, powered by big data, AI algorithms, and information technology, are increasingly adopted by organizations to enhance HR's impact on business performance. However, despite the widespread acknowledgment of the importance of

“analytical skills” among HR practitioners in successfully implementing HR analytics systems, the specific nature of these skills remains unclear. This paper aims to address this ambiguity by firstly clarifying the concept of “analytical skills,” secondly identifying skill gaps that may hinder the effective utilization of computer-assisted analytics among HR practitioners, and thirdly advocating for standardization in the understanding of “analytical skills” within the business context, particularly within HR.

METHODOLOGY: We examine business “analytical skills” through the theoretical framework of the knowledge, skills, and abilities (KSA) included in the Occupational Information Network (O*NET) content model. Using data from the O*NET database, occupations were classified into Human Resource Management (HRM) and Analytical occupations. Then, we identified the top highly required KSAs in analytical occupations and compared their levels with those of HRM occupations to pinpoint potential gaps hindering the effective utilization of HR analytics.

FINDINGS: Using the O*NET database, which describes work and worker characteristics, we establish the highly required analytical KSAs in the business analytics context that might be labeled “analytical skills”. Then, the gap analyses reveal that important analytical KSAs, such as knowledge of sales and marketing, skills in operations analysis, and abilities in mathematical and inductive reasoning, are not expected from HR occupations, creating serious barriers to HR analytics development. In general, we have found that while HR practitioners possess some of the necessary analytical KSAs, they often lack in areas such as mathematics, computers, and complex problem-solving.

IMPLICATIONS: Our findings underscore the need for standardization in HR analytics definitions, advocating for the adoption of the O*NET content model as a universal framework for understanding HR analytical knowledge, skills, and abilities (KSAs). By identifying critical analytical KSAs, our research can assist HR departments in improving training, recruitment, and development processes to better integrate HR analytics. Furthermore, we identify significant gaps in analytical skills among HR practitioners, offering potential solutions to bridge these gaps. From a theoretical perspective, our precise definition of HR “analytical skills” in terms of analytic KSAs can enhance research on the effects of HR analytics on organizational performance. This refined understanding can lead to more nuanced and impactful studies, providing deeper insights into how HR analytics contributes to achieving strategic business goals.

ORIGINALITY AND VALUE: Our research offers three original insights. First, we establish a standard for HR analyst skills based on the O*NET content model, providing a clear framework for the essential knowledge, skills, and abilities required in HR analytics. Second, we identify significant analytical gaps among HR professionals, highlighting areas that need development and attention. Third, we recognize the necessity for closer cooperation between HR and professional analysts, emphasizing that such collaboration is crucial for maximizing the benefits of computer-assisted HR analytics. These insights ensure that HR analytics can move beyond being a management fad and have a real, lasting impact on business outcomes.

Keywords: analytical skills, human resources analytics, HR analytics, knowledge, skills, abilities, HRM, analysts, O*NET, big data, AI, standardization

Digital servitization and leadership: A holistic view on required leadership traits and skills

PURPOSE: Digitalization and servitization are two major developments significantly disrupting companies’ competitive landscape. The research area that combines both aspects, digital servitization, poses substantial opportunities and challenges for companies to navigate. It requires guidance from leadership to succeed and innovate, but current scientific research lacks a holistic view on leadership for digital servitization so far.

METHODOLOGY: We conducted 30 semi-structured interviews with leaders active in digital servitization initiatives, holding positions ranging from first-level managers to vice presidents and executives. Eighteen have more than ten years of leadership experience. Through inductive coding, we derived 43 codes within a qualitative analysis. We applied thematic analysis to structure our findings, resulting in a thematic map of leadership skills for digital servitization based on the research participants’ insights.

FINDINGS: Our findings present a holistic view of leadership skills for digital servitization. Leaders need to consider the perspectives of strategic business and people leadership. Digital servitization requires leaders to engage in a wide range of activities. From a strategic business leadership perspective, this ranges from evolving goal setting, a comprehensive

business understanding, the ability to find the right team composition, and understanding customer and market needs. The people leadership perspective requires leaders to create and communicate a vision for digital servitization and manage change and employees' fears while enabling and empowering employees. Furthermore, we identified that digital servitization requires a balanced level of cognitive, interpersonal, business, and strategic leadership requirements. IMPLICATIONS: We contribute to scientific research by providing a comprehensive definition of digital servitization and summarizing existing research focusing on leadership aspects of digital servitization. Our findings offer actionable insights for practitioners by approaching with a holistic view on digital servitization and considering strategic business and people leadership aspects. Applying our outlined themes will support leaders in improving the conditions and possibilities to successfully trigger and implement digital servitization activities within their companies. ORIGINALITY AND VALUE: Our research combines isolated leadership aspects for digital servitization and underlines the complexity of digital servitization, emphasizing the need for a holistic view. Outlining the element of balancing business and people skills provides novel insights on advancing digital servitization into the research domain, which is dominated by technical-oriented research. Keywords: digital servitization, leadership, servitization, digitalization, change management, innovation, digital transformation, business, strategy

market disruptions and new technologies: Onlearning: How disruptive education reinvents learning José Cláudio Securato, 2020-06-23 Onlearning - How disruptive education reinvents learning brings a new concept, which appears as a response to the desire for change in education, specifically in education for executives, in the face of the exponential and out-of-sync transformations of society, which happen through technology and revolutionize organizations, people's lives and customs; with the aim of extracting the best from this evolution and expanding it in a maximized way into executive learning. The work consists of three parts: Part I deals with the history of work-oriented education, executive education, and business schools. It shows how the teaching of Administration was formalized, mainly by business schools, and what learning and cognition methodologies were developed by the various thinkers of the 19th and 20th centuries, whose models have repercussions until today. Part II outlines the scenario in which technology and digital transformation are consolidated as fundamental means for creating disruption in the most diverse areas of knowledge and industry sectors. It approaches how Clayton Christensen's theory of disruptive strategy defies the logic of traditional innovation, as well as what are the effects of new technologies on the economy, society and people's lives, and how fast are they advancing to become accessible, radically transforming reality. Finally, Part III deals with education and Saint Paul's disruptive proposal for executive education, Onlearning. It reflects on the need for education to concretely impact technological evolution in a broad way, in its economic and social aspect. It ends by presenting 20 conclusions on Onlearning, featuring objectives, actions, and projections for the future of education, based on the proposal to reinvent education through the resources that technology and digital transformation make available to everyone.

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