DOI: http://doi.org/10.31617/1.2026(166)07
UDC 330.341.1:004.9=111

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DISRUPTIVE INNOVATIONS IN THE IT SECTOR STRATEGIC DEVELOPMENT

The article addresses the pressing issue of disruptive innovations' impact on competitiveness management within IT sector enterprises. The relevance of this research stems from rapid digital transformation, global crisis challenges, and the exponential growth of the artificial intelligence market, all of which demand a rethinking of traditional approaches and the development of flexible, adaptive strategies to secure sustainable competitive advantages. The research is founded on the hypothesis that effective management of disruptive innovations in IT companies, amid multiple crises and digital transformation, is achievable through the construction of adaptive organizational structures. These structures must be capable of rapidly implementing innovative solutions, facilitating the integration of dynamic capabilities and continuous resource reconfiguration, thereby neutralizing threats and strengthening the company's market position. To test this hypothesis, a conceptual and analytical approach was employed, encompassing a theoretical analysis of the multidimensional aspects of disruptive innovations and a critical review of existing competitiveness theories. Key

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ПРОРИВНІ ІННОВАЦІЇ У СТРАТЕГІЧНОМУ РОЗВИТКУ IT-СФЕРИ

Розглянуто актуальну проблематику впливу проривних інновацій на управління конкурентоспроможністю підприємств IT-сфери. Актуальність дослідження обумовлена стрімкою цифровою трансформацією, глобальними кризовими викликами та експоненційним зростанням ринку штучного інтелекту, що вимагає переосмислення традиційних підходів та формування гнучких адаптивних стратегій для забезпечення стійких конкурентних переваг. Внесено гіпотезу, що ефективне управління проривними інноваціями в IT-компаніях в умовах полікриз та цифрової трансформації можливе через побудову адаптивних організаційних структур. Ці структури мають бути здатними до швидкого впровадження інноваційних рішень, сприяючи інтеграції динамічних здібностей та постійній реконфігурації ресурсів, що нейтралізує загрози та посилює позиції компанії на ринку. Для перевірки гіпотези застосовано концептуальний та аналітичний підхід, що містить теоретичний аналіз багатовимірних аспектів проривних інновацій та критичний огляд наявних теорій конкурентоспроможності. Визначено ключові характеристики

characteristics of disruptive innovations were identified and formalized into a semantic model, and a comparative analysis of market examples (specifically, Xiaomi's strategy) was conducted. A five-phase model for implementing disruptive innovations in strategic management was also developed. The results confirmed that enterprises that effectively identify and leverage disruptive innovations are better equipped to navigate market challenges, fundamentally reshaping business models and organizational structures. The necessity for proactive integration of disruptive innovations is emphasized as a comprehensive approach to achieving long-term success and leadership in the dynamic IT environment, viewing them not merely as isolated technological improvements but as overarching changes that create new markets.

Keywords: competitiveness management, disruptive innovations, digital transformation, strategic management, innovation management, change management.

JEL Classification: D21, L20, L23.

проривних інновацій, які сформовані в семантичну модель, а також проведено порівняльний аналіз ринкових прикладів (зокрема стратегії Xiaomi). Розроблено п'ятифазову модель імплементації проривних інновацій для стратегічного управління. Отримані результати підтвердили, що підприємства, які ефективно ідентифікують та використовують проривні інновації, краще справляються з ринковими викликами, докорінно змінюючи бізнес-моделі та організаційні структури. Підкреслено необхідність проактивної інтеграції проривних інновацій як комплексного підходу для досягнення довгострокового успіху та лідерства в динамічному IT-середовищі, розглядаючи їх не як окремі технологічні покращення, а як всеосяжні зміни, що формують нові ринки.

Ключові слова: управління конкурентоспроможністю, проривні інновації, цифрова трансформація, стратегічне управління, інноваційне управління, управління змінами.

Introduction

With the rapid development of the IT sphere, characterized by large-scale digital transformation, fundamental restructuring of business around data and artificial intelligence, the importance of breakthrough innovations to ensure the competitiveness of enterprises is becoming critically important for business functioning. Thus, according to analytical findings of IDC, the volume of global spending on digital transformation in 2024 amounted to USD 2.4 trillion, and in 2027 this amount may exceed USD 3.9 trillion (International Data Corporation, 2024, May 30); according to Flexera (2024), 89% of IT companies have already adopted or plan to adopt hybrid or cloud infrastructure, which is the basis of digital transformation, and more than 50% of high-performance AI users, according to McKinsey (2025, November 5), plan to use AI to carry out transformational changes in their organizations. Competition forces companies to mobilize resources to create strategies that provide sustainable competitive advantages, and technological breakthroughs and changes in consumer expectations encourage companies to differentiate products and rethink traditional business models. To succeed in competition, it is important to effectively use resource potential and invest in breakthrough technologies and management processes that change the foundations of industries. It is breakthrough innovations that are defined as drivers of competitiveness, forming the "core" of effective business models in the IT sector and reorienting investments from supporting existing IT infrastructure to financing breakthrough projects, as is convincingly evidenced by global economic trends: more than 50% of companies in the world report an increase in productivity due to the implementation of technological innovation – generative AI (Mckinsey, 2025, November 5);

70% of executives believe that digital innovation will be the most important technology to increase competitiveness over the next 3–5 years (Deloitte, n. d.); 60% of technology leaders will increase investment in innovation in 2024 (Gartner, 2025, July 15).

In these conditions, the implementation of breakthrough innovations becomes a key element in determining the enterprise's strategy. This takes into account various factors affecting competitiveness and outlines ways to adapt to the dynamic market environment and crisis challenges, ensuring the long-term success of IT companies. To develop effective strategic approaches, a critical analysis of theories and concepts of competitiveness is necessary (*Table 1*).

Table 1

Theoretical Approaches to Competition and Competitiveness

Doctrines, theories, concepts	Interpretation of the theoretical achievements	Advantages (contribution, applicability)	Disadvantages (limitations of application)
Classical economic theory	Competition as a spontaneous market mechanism for reconciling private interests with public welfare; emphasis on the "material foundations" of competition	Explain the price mechanism and resource allocation; outline the social and conflict aspects of competition	Limited explanatory power regarding structural changes; methodological obsolescence for modern conditions; criticism of the institution of private property (in some approaches)
Neoclassical theories	Typology of market structures (perfect competition, monopoly, monopolistic competition, oligopoly) and equilibrium models of behavior	Formalize the relationship between market structure and prices/profits; lay the foundation for industry and cross-industry analysis of competition	Abstract assumptions; static and weak accounting for time/uncertainty; simplified view of organization and resources
Evolutionary theory (economics)	Competition as a dynamic adaptation under the influence of scientific and technological development; focus on routines, learning, and internal organizational factors	Explain competition in the face of change; systems approach; emphasis on "specific assets" and decision-making mechanisms	The high role of organizational factors reduces the comparability of models; the "dual" nature of the organization makes generalization difficult.
Theories of monopolistic and imperfect competition	The firm is a bearer of market power; competition through differentiation and non-price mechanisms	Show competition as a dynamic process; explains product and market differentiation, concentration of production, and strategic constraints	Some assumptions are poorly aligned with real markets and conditions.
Theory of economic dynamics and entrepreneurship	Development and growth are determined by entrepreneurship and innovation; innovation is a source of excess profits	Innovation and technological progress, as a condition of competition, emphasize the role of initiative, resources, and capital reproduction	Insufficiently detailed mechanisms for organizational change and scaling of innovations
Institutional theory (economics)	Competition as a process of discovery; firms continuously search for products/technologies/markets within institutional rules	Explain the competitiveness of concentrated markets in the presence of a threat of entry; reveal transaction costs, firm boundaries, and the role of policy	Difficulty in operationalization and measurement; mostly descriptive

End of Table 1

Theory of Industry Organization	Structure – behavior – performance; industry barriers and structure determine competition and performance	A tool for strategic analysis of the external environment; a basis for antitrust policy and regulation	Tendency towards static analysis; limited attention to innovation dynamics
Resource theory (resource dependence)	Competitive advantages are formed through resources and capabilities (VRIN/VRIO logic) and control of access to them	Explain unique resources, competencies, and rents; useful for analyzing the sustainability of advantages under uncertainty	Risk of reduction to "resource availability" without explanation of their creation/updating; weak consideration of specific assets and context
Competitive strategy theory	Industry profitability and intensity of competition are determined by the "five forces": strategic alternatives, costs/differentiation/focus	A practical tool for analyzing the external environment and choosing a competitive strategy	Limited consideration of innovation and dynamics; weak integration of internal resources and knowledge
Key competency theory	Strategy is built around core competencies – collective knowledge/skills that create value and are difficult to imitate	A framework for portfolio management and competency development; it reinforces the logic of differentiation through knowledge	The complexity of identifying competencies in different industries, the risk of subjective assessments
Dynamic capabilities concept	Advantages depend on the ability to sense, capture, and transform opportunities through the reconfiguration of competencies and learning	Aligns resources with innovation and adaptation; describes mechanisms for business renewal in a turbulent environment	Aligns resources with innovation and adaptation; describes mechanisms for business renewal in a turbulent environment
Theory of competitive advantage	Advantages are formed by a combination of external determinants (factor conditions, demand, related industries, strategy/competition) and network/cluster effects	Explains competitiveness at the country/industry level; suitable for cluster and network analysis	Mostly "external" focus; limited applicability where competition between network participants is indirect
Theory of co-opetition	Combining competition and cooperation based on game theory and interdependent solutions	Framework for interaction strategies, rules of the game, and synergy management; useful for ecosystems and partnerships	Fragmentation; insufficient consideration of knowledge, innovation, and information asymmetries in rapidly changing markets
Innovation theories	Technological change and innovation are the key sources of growth and competitiveness	Form principles of innovative development and logic of technological renewal	Divergence of approaches and contradictions regarding the channels of influence of innovations on results
Theories of the information economy	Information and knowledge are the basic resources of competitive advantage in the digital economy	Explains information advantages, information dynamics, and the effects of resources of the knowledge economy	Ambivalence of consequences of informatization; difficulty of separating effects of information from other factors

Source: compiled by the authors based on (Bosovska, 2015).

According to *Table 1*, a review of recent research in the field of innovation and a critical analysis of theoretical and applied achievements of competitive theories demonstrates a steady attention to the role of breakthrough innovations in the formation of competitive advantages, in particular in dynamic high-tech sectors (Hewitt & Van Rensburg, 2020; Kumar et al., 2021; Onufrey & Bergek, 2021). At the same time, modern

empirical and review literature of recent years clarifies the causal chain "innovation strategy affects competitiveness", demonstrating that the impact of innovations is manifested not in the form of a mechanical increase in financial results, but through increased strategic coherence, organizational capabilities and the ability of the company to transform innovative solutions into sustainable market positions (Agazu & Kero, 2024). A separate area of research focuses on the managerial complexity of implementing breakthrough innovations: in practice, implementation barriers, organizational culture, and the configuration of open innovation as a catalyst for a "breakthrough" effect, which is directly related to gaining a competitive advantage in turbulent market conditions, become key (Gemelgo et al., 2025).

In particular, the concept of disruptive innovation, formulated by Harvard Business School professor Clayton Christensen, is of particular importance as a theoretical basis for the analysis of technological displacement and market transformation: disruptive innovations often start as simpler solutions, but form new markets/segments and change the logic of competition through new business models and organizational configurations (Christensen et al., 2018). Recent research in the field of innovation management offers more operationalized approaches to "measuring" the breakthrough potential and vulnerability of companies to breakthroughs in the IT industry, which strengthens the possibilities of applied analysis of strategic decisions and risks of technological competition (Zeidanloo & Špaček, 2025). It is also important to expand the discussion by involving domestic peer-reviewed research that specifies the issues of competitiveness and competitive advantages of the IT sector in Ukrainian conditions. In particular, the theoretical foundations of competition and competitiveness of the IT sector reveal the structure of sources of competitive advantages and the logic of their formation at the industry level (Zavgorodnya & Melnyk, 2023), and the assessment of the competitiveness of the technological sector of the Ukrainian economy details the contextual constraints and drivers of the development of high-tech segments (Solodkyi, 2024). An additional emphasis on innovation, digital positioning, and image formation strategies of IT enterprises allows us to record that intangible assets (reputation, brand, digital communication) are increasingly acting as a tool of competitive differentiation and enhancing the effects of innovations in global ecosystems (Serbenivska, 2025).

Thus, modern research emphasizes: first, the importance of disruptive innovations as a driver of competitiveness, especially for IT enterprises; second, the need to integrate innovations into the management strategy through a reassessment of value propositions, business models and organizational structure; third, the criticality of proactive management mechanisms (identification of disruptive threats/opportunities, overcoming resistance to change, adaptive organizational models) for long-term success in conditions of systemic crises and global challenges.

The aim of the research is to provide a theoretical and methodological justification for the concept of disruptive innovations and develop an applied toolkit for their integration into the strategic management system of IT enterprises to ensure their competitiveness in conditions of poly-crisis and digital transformations.

To achieve the aim, the following tasks were formulated and solved:

• The essential characteristics of breakthrough innovations in the context of the transformation of the artificial intelligence market were detailed, and their determining influence on the change in the paradigm of managing the competitiveness of IT companies was identified.

• Critical factors for adapting management systems (flexibility of structures, ambidexterity, organizational culture) to the challenges of breakthrough technological changes were identified.

• A comprehensive model for implementing breakthrough innovations in strategic management was developed, which is based on a five-phase cycle (from scanning to reintegration of experience) and ensures sustainable business development in a turbulent environment.

The research is based on the hypothesis that effective management of disruptive innovations in IT companies in the context of polycrisis and digital transformation involves the creation of adaptive organizational structures. These structures should be capable of rapidly implementing innovative solutions and facilitating the integration of dynamic capabilities for constant reconfiguration of resources. The implementation of this business model can create the prerequisites for sustainable competitive advantages, which will not only neutralize the threats of the crisis but also strengthen the company’s position in the market.

The research methodology is based on conceptual and analytical approaches, using theoretical analysis to study the multidimensional aspects of disruptive innovations. In particular, their key characteristics, impact on undervalued markets, and the ability to displace established leaders are investigated. A critical analysis of the theoretical and practical achievements of competitive theories is used, and a comparative analysis of market examples, such as the strategy of Xiaomi, is also conducted to illustrate the dynamics of disruptive innovations. A systematic approach was applied to develop a five-phase model for implementing disruptive innovations as a comprehensive tool for strategic management.

The construction of the semantic model "framework of disruptive innovations" (see *Figure 3*) was carried out as a conceptual modeling based on the synthesis of the defining features of disruptive innovations and their grouping into logically related dimensions. At the first stage, the basic attributes of disruptive innovations according to the classical interpretation were identified (change in value proposition, entry from underserved segments, gradual increase in productivity to a level sufficient for the mainstream market, transformation of the business model, and value

creation network) (Christensen et al., 2018). At the second stage, the attributes were aggregated into four domains that reflect the managerial logic of the breakthrough: market requirements/availability, technology/productivity, industry impact/business model, value networks and ecosystems. At the third stage, short interpretive markers suitable for applied analysis of company decisions are formulated for each domain (identification of the entry segment, scaling mechanism, change in product/process architecture, change in monetization logic, and partner configuration).

The five-phase model of implementation of breakthrough innovations (*Figure 5*) is formed as a management cycle tool and combines theoretical provisions on innovation strategy and competitiveness (Agazu & Kero, 2024), practical mechanisms of organizational adaptation and open innovation (Gemelgo et al., 2025), as well as the logic of dynamic reconfiguration of resources in a turbulent environment. The sequence of phases was determined according to the principle "from identifying opportunities to scaling and reintegration", taking into account two limitations characteristic of the IT sector: the high speed of technological change and the need for parallel development of the product and business model. The applicability of the proposed models was verified by analytically comparing their elements with typical management tasks of IT companies during the period of digital transformation (trend monitoring, innovation portfolio, change management, organizational design, scaling solutions) and by illustrative application to market examples given in the article.

The structure of the article consists of three sections. The first examines current trends in the development of the IT sphere and the key role of the artificial intelligence market. The second reveals the concept and characteristics of breakthrough innovations. The third section is devoted to strategies for their implementation and adaptive management models in IT companies.

1. Current trends in the IT sector and the role of the artificial intelligence market

Modern trends in the development of the IT sector, in particular digital transformation, the use of artificial intelligence (AI), globalization processes, and growing consumer demands, determine the need to rethink traditional management approaches and develop new strategies to support the competitiveness of enterprises. Analysis of the ability of enterprises to adapt to rapid changes in the market environment and implement innovative solutions is extremely important for maintaining competitive advantages. Companies that focus on consumer needs are able to quickly respond to new opportunities and implement innovations, and have every chance of laying the foundation for long-term success in a dynamic market.

One of the most significant manifestations of the development of the IT sector is the artificial intelligence market, the volume of which in 2025 reached over USD 244 billion, demonstrating an increase of almost 58 billion compared to 2024 (*Figure 1*). This impressive growth indicates that companies of all sizes and industries are actively implementing AI technologies to optimize business processes, increase efficiency and meet consumer needs. This trend is expected to continue, and by 2031, the artificial intelligence market will exceed USD 1 trillion (Statista, 2026, March 19). The main reason for this rapid growth is the popularity of machine learning, which is the most widespread and technically accessible segment of AI. In addition, the deep learning segment, although more difficult to implement, plays an important role in creating powerful chatbots and other generative AI models, which have increased in popularity since the emergence of generative AI in 2022, confirming its strategic importance for the market (Statista, 2025, November 19). With increasing competition in this market, companies are forced to constantly improve their solutions to remain relevant and provide a high level of service.

The impact of innovative artificial intelligence technologies extends not only to labor productivity but also to general structural changes in market and economic processes. Its implementation can have both positive and negative effects on employment. For example, proper management of personnel rotation processes allows for the redirection of workers to industries with high added value, which contributes to increased productivity and long-term economic benefits. At the same time, it is important to recognize the risks associated with automation, as the disappearance of traditional professions can cause social and economic problems. Many researchers agree that AI is able to stimulate the growth of labor productivity over the next decade, although the final effect largely depends on many factors, such as the potential of new generations of AI, the complexity of the tasks performed, and the level of automation of work. This emphasizes the importance of strategic planning and retraining of personnel to implement new technologies in work processes.

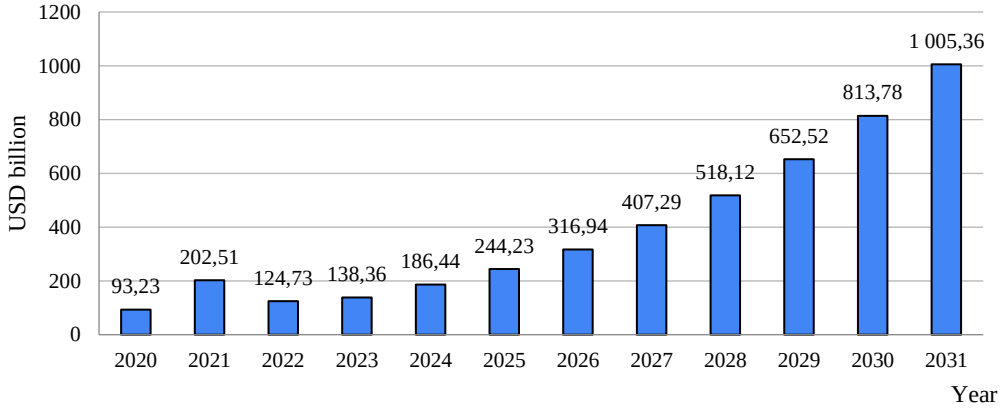

Figure 1. Global artificial intelligence (AI) market size from 2020 to 2031

Source: compiled and calculated by the authors based on (Statista, 2026, March 19).

Therefore, based on the analysis, it can be concluded that the process of digital transformation, as well as the introduction of advanced technologies in the field of machine learning, generative models, and automation of data processing and routine operations, is a key trend that will only intensify and be actively adopted by organizations in the near future. Such dynamics create new challenges for managers today, since modern realities require the formation of new strategies for managing competitiveness in a rapidly changing environment. The analysis results of the IT sphere specifics and the latest trends in the impact of innovative technologies allow us to formulate requirements for models for managing the competitiveness of IT enterprises (*Figure 2*). In particular, such models should take into account the high dynamism of the technological environment and ensure rapid adaptation to changes. They should stimulate the creation and effective use of knowledge for the development of innovative products and services, as well as emphasize the importance of human capital, contributing to the development of qualified personnel. In addition, models should reflect the global nature of competition and facilitate effective collaboration with other companies and organizations to create network effects.

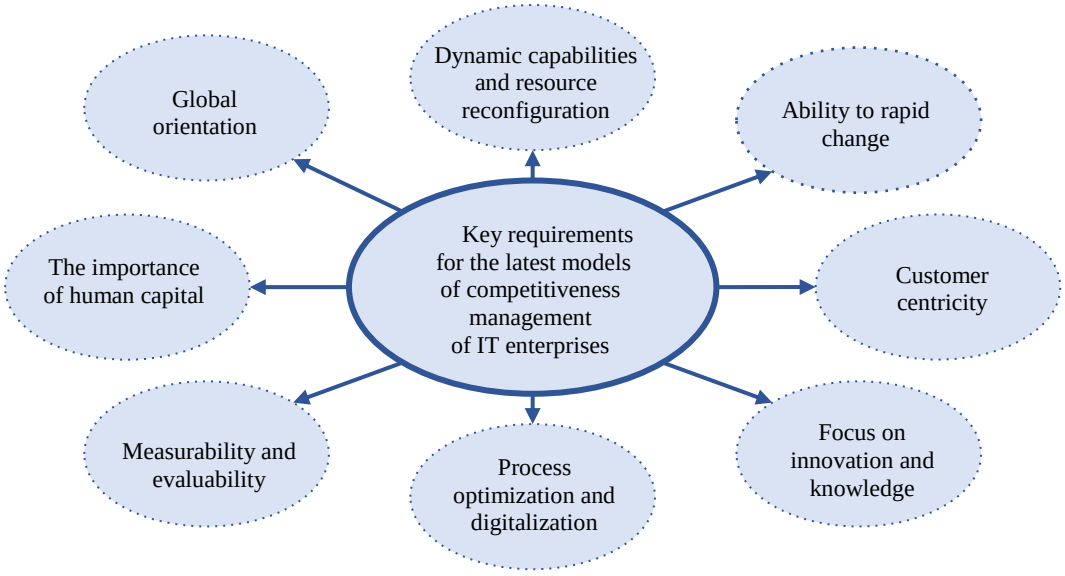

Figure 2. Key requirements for the latest models of managing the competitiveness of IT companies in the context of systemic crises and transformations

Source: compiled by the authors.

The digital transformation model, pioneered by Harvard Business School professor Clayton Christensen, offers a strategic approach to integrating digital technologies into all aspects of a company's operations, changing the way it creates value and interacts with customers. This approach involves not only implementing new technologies but also reassessing the business model and organizational structure. Christensen sees competitive

advantage not as a static element, but as a dynamic quality that changes with market conditions and consumer needs. The scientist emphasizes the importance of innovation, customer focus, and the ability to adapt. According to his definition, competitive advantage comes not only from having better products or services, but also from a unique business model that delivers value to consumers in a way that is difficult for competitors to replicate. This can include aspects such as pricing strategies, distribution channels, and customer acquisition methods. Competitive advantage is also achieved by implementing innovative solutions that more effectively meet customer needs and are able to transform markets (Christensen et al., 2018).

2. Concept, characteristics, and semantic model of breakthrough innovations

A key contribution to understanding digital transformation is Clayton Christensen's theory of disruptive innovation, which explains how digital technologies change business models and open up new opportunities. The concept of disruptive innovation refers to innovations that change the way industries function and displace established market leaders. We have developed the characteristics of disruptive innovation in the context of interpreting market requirements and accessibility; technology and productivity; industry impacts and business models; and value networks, which is defined as the semantic model "disruptive innovation framework" (*Figure 3*).

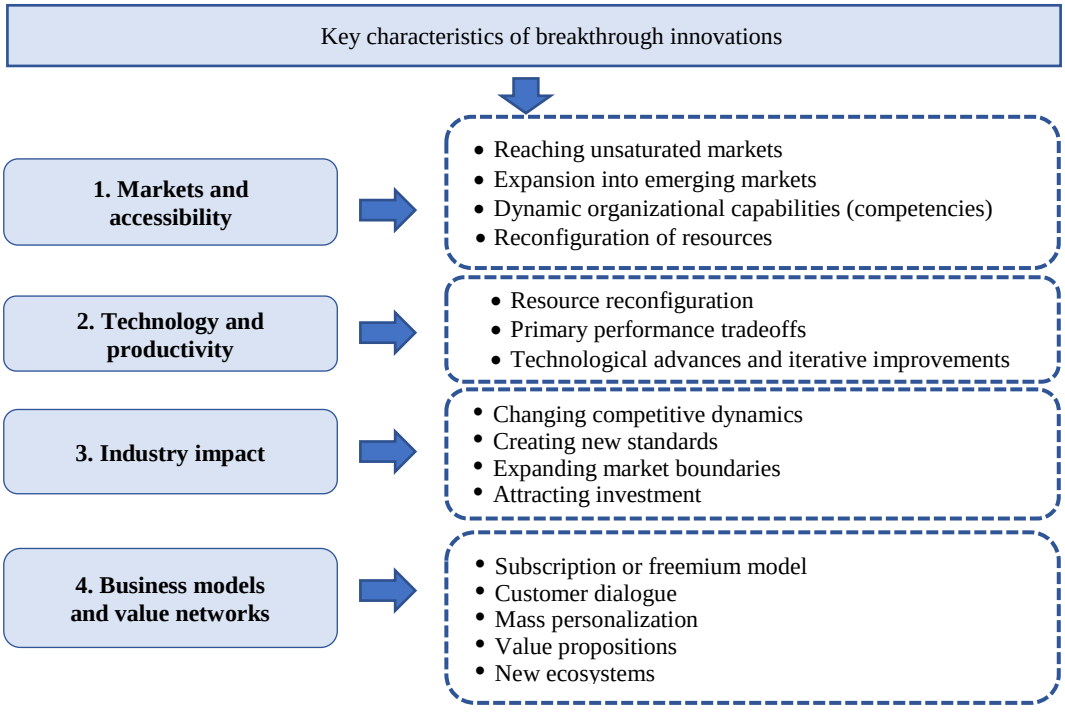

Figure 3. Semantic model of the "disruptive innovation framework"

Source: developed by the authors based on (Christensen et al., 2018).

Disruptive innovations are characterized by the ability of smaller, more resourced companies focused on small market segments to exert competitive pressure on traditional players in the early stages. At first, their solutions may seem less technologically or functionally advanced than existing offerings, but they are able to attract untapped or underserved market segments, creating a basis for further growth and displacing leaders.

An important feature of disruptive innovations is their ability to continuously improve, taking into account feedback from users in cyclical improvement processes. In the initial stages, due to limited functionality, they may be inferior to existing products, but over time, they improve to a high level and even exceed them in performance and value for the end user. Disruptive innovations often start their journey in regions or segments with low competition, in the so-called undervalued or inaccessible markets for traditional players. In such cases, they offer simple, affordable, or more convenient solutions, which makes them attractive to a wide target audience. Over time, as they improve and spread, they are able to change the balance of power in the market, putting established players at risk of losing a significant share of their competitive positions, who are often unable or unwilling to respond quickly to these challenges (IdeaScale, 2023, July 13).

Of particular note is the fact that disruptive innovations ensure the economic accessibility and versatility of products and services, the use of new technologies, simplified processes, and flexible business models, which contribute to their democratization. This is manifested in particular in the ability to quickly equal and even exceed the performance of traditional solutions, which allows new players to quickly enter the market and capture its segments. An example of a disruptive innovation strategy is the activities of smartphone manufacturers such as Xiaomi, which uses a two-stage approach to entering its products into different markets. In particular, it forms two separate lines of devices: the first is technologically innovative, focused on developed markets such as Europe and the USA, where a high level of purchasing power allows investing in more expensive technologies and components; the second is adapted for countries with lower incomes, in particular for the Indian market, which uses cheaper materials and a smaller set of technological innovations without losing the ability to compete in terms of quality and functionality. While Xiaomi’s main smartphone line actively competes with global market leaders Samsung and Apple in the flagship device segment, the budget model, which uses more affordable resources and a less complex set of technologies, successfully occupies niches traditionally served by cheaper manufacturers. The company is able to displace established brands in the price segment by offering an optimal price-quality ratio and targeting users with a limited budget.

2. Strategies for implementing disruptive innovations and adaptive management models in IT companies

Disruptive innovations are not just an additional factor, but a strategic necessity for the survival and development of IT companies. However, the transition from a theoretical understanding of their essence to practical integration into management strategies requires the development of clear mechanisms. A key step to the successful integration of disruptive innovations is the ability of an enterprise to proactively identify potential threats and opportunities. This requires constant, systematic market monitoring, regular technological scanning, and detailed analysis of "weak signals" that may indicate the emergence of new technologies, changing consumer preferences, or the emergence of new business models. Examples of tools that become indispensable assistants in this process are Big Data Analytics to identify patterns of consumer behavior and their changes, machine learning to predict the evolution of trends, as well as systematic foresight studies that allow us to consider probable future scenarios. Particular attention should be paid to market segments that are traditionally considered "underserved" or "low-margin", as these are where disruptive innovations often emerge. Dialogue with end users, startups, academic institutions, and research institutes creates new opportunities to identify unobvious needs and unmet demands that can become entry points for breakthrough solutions. Of particular note is the creation of internal innovation labs or "scout" teams that are exclusively dedicated to exploring new horizons in technologies and business models.

Disruptive innovation inevitably creates resistance within organizations, as it often disrupts established business processes, reallocates resources, changes roles, and requires new competencies. Research shows that by early 2025, 53% of business leaders surveyed said their organizations needed to accelerate their adoption of AI. Only 22% said they were satisfied with the current pace of change, suggesting that more action is needed to support innovation (*Figure 4*).

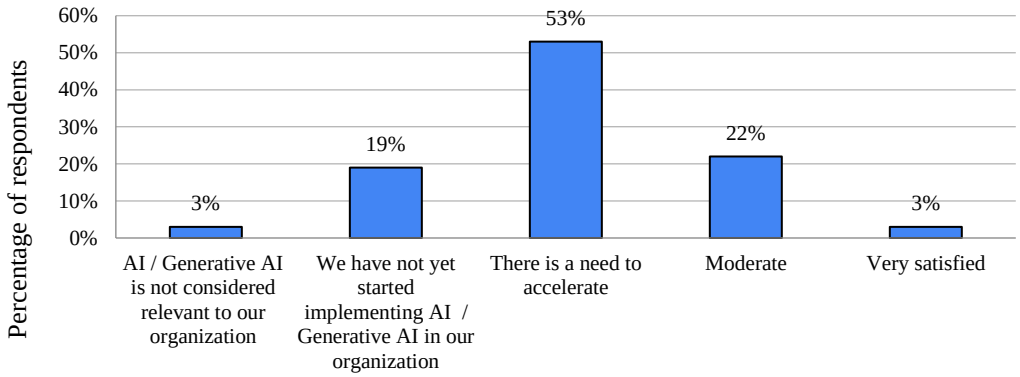

Figure 4. Results of surveys of business leaders regarding the implementation of AI in business organizations

Source: compiled and calculated by the authors based on (Statista, 2025, April).

Effectively managing this resistance is a critical success factor. This starts with clear communication in which management explains the need for change, its benefits to the company and employees, and the risks of inaction. Involving employees in the innovation process and allowing them to experiment helps create change champions – internal advocates who help overcome skepticism. The motivation system should encourage risk-taking and experimentation, not just completing existing tasks. It is important to invest in training and retraining staff to reduce the fear of losing their jobs and increase their competence in new areas. Cultivating a culture of "fail fast", where mistakes are seen as learning opportunities, is the basis for creating an innovative environment.

Traditional hierarchical structures are often too slow and bureaucratic to implement innovations quickly and effectively. IT companies need to develop adaptive organizational models that will promote flexibility and speed of response, in particular:

• application of Agile methodologies: flexible teams, short development cycles (sprints), constant feedback, and an iterative approach allow you to quickly adapt to changing requirements.

• Creation of "innovation laboratories" or "sandboxes": separate divisions or teams that work on new ideas without the rigid bureaucratic restrictions of the main company. This allows for experimentation without disrupting current operations.

• Cross-functional teams: combining specialists from different departments (development, marketing, finance, sales) to work on specific innovation projects. This promotes an integrated vision and accelerates the decision-making process.

• "Ambidextrous organizations": developing the ability to simultaneously effectively manage existing business (exploitation) and explore new opportunities (exploration) without conflicting resources and culture. This requires the creation of separate structures for innovation that remain integrated into the overall company strategy.

• Open Innovation: active collaboration with startups, universities, and other companies to exchange ideas and technologies. This can include joint ventures, investments in external startups, hackathons, idea competitions, and strategic partnerships.

For the effective integration of breakthrough innovations into the strategic management of an IT company, a five-phase model is proposed that combines a systems approach with flexibility and adaptability (*Figure 5*).

To demonstrate the applicability of the proposed constructs, their simulation application to typical IT market scenarios was carried out, where breakthrough ability is manifested through a combination of technological solutions and a business model. In particular, the example of Xiaomi's

strategy shows the mechanism of "entry through the affordability segment" and further scaling of the value proposition: differentiation of lines for different markets makes it possible to simultaneously capture the price segment and compete in the flagship class, that is, it actually reproduces the logic of evolution from a simpler offer to more productive solutions compatible with the requirements of the main market. In this interpretation, the semantic framework (see *Figure 3*) acts as an analytical tool for identifying breakthrough ability domains (affordability/productivity/business model/ecosystem), while the five-phase model (see *Figure 5*) sets the management sequence – from horizon scanning and niche selection to scaling, organizational consolidation, and reintegration of experience. The proposed models can be used as a structured template for analyzing management decisions and forming a portfolio of innovations without claiming to statistically prove causal effects within the scope of this research.

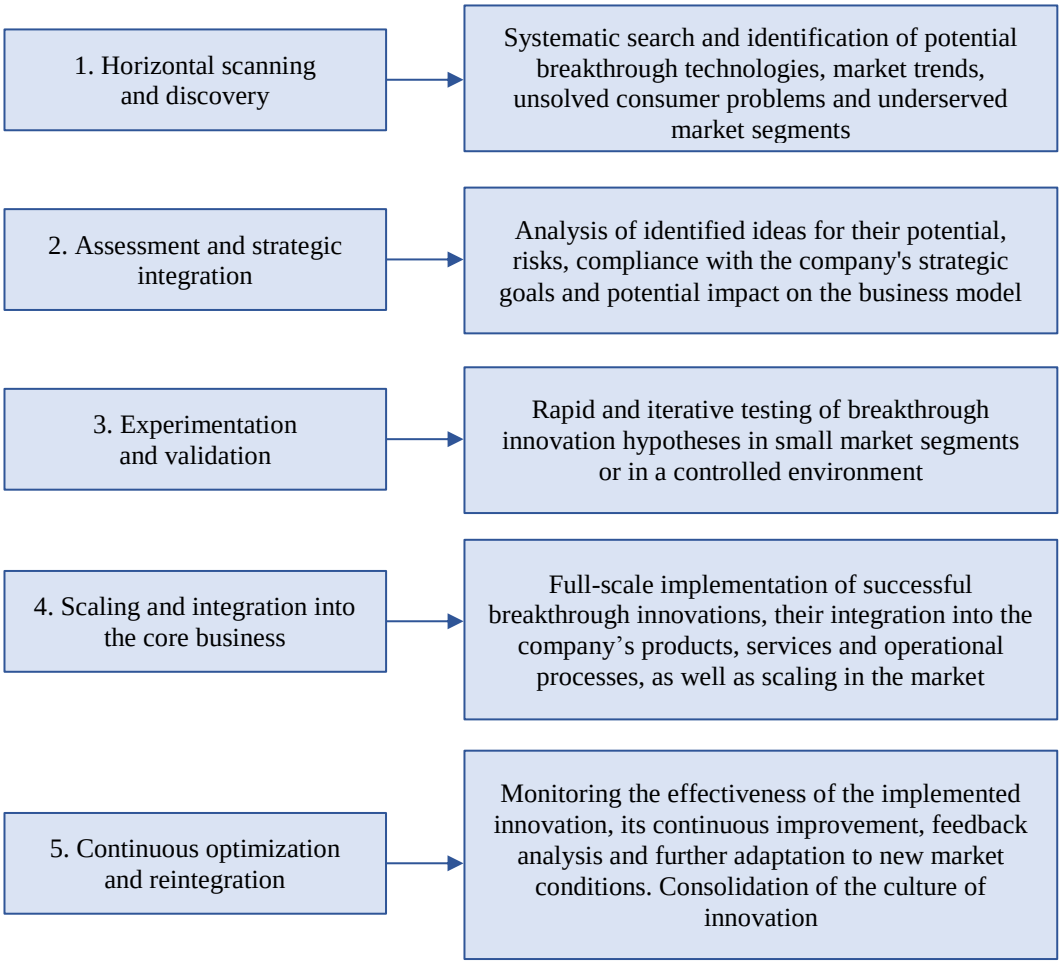

Figure 5. Five-phase model for implementing disruptive innovations in the strategic management of an IT company amid systemic crises and transformations

Source: developed by the authors.

Conclusions

The rapid growth of the artificial intelligence market (forecast to reach USD 1 trillion by 2031) indicates that AI technologies, in particular machine learning and deep learning, have become the main driver of the transformation of the IT sector and a determining factor in competition. Successful management of the competitiveness of IT enterprises in the context of polycrisis and digital transformations goes beyond simple management decisions regarding technological updates of activities and the implementation of individual innovations and technologies, requiring a comprehensive, systemic approach that includes proactive analysis of consumer experience to identify "weak signals" and promising niches, effective management of internal changes to form value propositions and new ecosystems that create a new market or radically change the existing one through transparent communication, involvement and motivation of teams, development of organizational culture and corporate brand, as well as creation of flexible, adaptive business models and organizational systems that promote rapid experimentation, scaling of successful ideas and convergence of technologies, focused on people and integrated into global ecosystems. Only companies that can realize and integrate these mechanisms into their development strategies will ensure their own long-term success and leadership in a dynamic and highly competitive IT environment in the context of systemic crises and transformations.

The conducted research allowed us to confirm the hypothesis that in the conditions of digital transformations, the market stability of IT companies is determined not so much by the volume of investments in technological upgrades as by the ability to systematically integrate breakthrough innovations through the transformation of business models and organizational culture. Breakthrough innovations should be considered not as local technological improvements, but as complex changes based on unique business models, capable of creating new markets and transforming existing ones, gradually displacing traditional market leaders due to the optimal price-quality ratio. The integration of breakthrough innovations is not a one-time action, not an improvement in processes or performance, but a continuous process of learning, internal transformations, adaptation, and change, which allows you to transform potential threats and crisis challenges into new opportunities for sustainable development and is a driver of economic growth. Business management in the era of disruptive innovations requires rethinking traditional approaches and implementing a new paradigm that combines: flexible organizational structures (Agile, cross-functional teams), systematic scanning of market opportunities and threats, active management of resistance to change, and implementation of "ambidexterity" – simultaneous support of existing business and development of innovations. The proposed five-phase model of implementation of disruptive innovations offers a comprehensive approach to integrating innovations into strategic management, which includes stages from horizon scanning to reintegration

of acquired experience and ensures the cyclicality of the innovation process. The effectiveness of implementing disruptive innovative solutions and transformations in IT companies directly depends on the ability of management to form a culture tolerant to risks and experiments, invest in the development of human capital, implement mechanisms of open innovation and cooperation with external ecosystems. Implementing these principles increases the likelihood of IT companies adapting to a rapidly changing environment and can support the formation of sustainable competitive advantages in the face of systemic crises and global transformations.

Further scientific research should be directed at empirical verification of the proposed models and their operationalization in the form of measurable indicators of breakthrough innovation management. First, it is promising to form a set of indicators for each domain of the semantic "framework" (*Figure 3*) and check their predictive suitability for explaining changes in the competitive positions of IT companies in different market segments. Second, the five-phase model (*Figure 5*) requires applied testing on a case sample of IT companies with different profiles (product/service; global/local; startups/mature companies) with recording the results by management metrics (speed of opportunity identification, time to MVP/scaling, share of successful experiments, intensity of cooperation in open innovations, indicators of customer base retention/growth). Third, polycrisis conditions require separate analysis, in particular, the impact of resource shortages, personnel risks, and regulatory changes on the ability of companies to maintain ambidexterity and dynamic capabilities. These areas will allow us to translate the proposed conceptual results into testable hypotheses and strengthen the applied validity of the models based on real management practices.

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Conflict of interest. The authors certify that they have no financial or non-financial interest in the subject matter or materials discussed in this manuscript; the authors have no association with state bodies, any organizations, or commercial entities having a financial interest in or financial conflict with the subject matter or research presented in the manuscript. Given that the authors are affiliated with the institution that publishes this journal, which may cause potential conflict or suspicion of bias, and therefore the final decision to publish this article (including the reviewers and editors) is made by the members of the Editorial Board who are not the employees of this institution.

The authors received no direct funding for this research.

Bosovska, M., & Prozhohin, D. (2026). Disruptive innovations in the it sector strategic development. *Scientia fructuosa, 2*(166), 89–105. http://doi.org/10.31617/1.2026(166)07

Received by the editorial office 25.11.2025.
Accepted for printing 02.03.2026.
Published online 10.04.2026.