International Journal of Engineering & Extended Technologies Research (IJEETR)

|ISSN: 2322-0163| www.ijeetr.com | A Bimonthly, Peer Reviewed, Scholarly Indexed Journal |

| Volume 8, Issue 1, January-February 2026 |

DOI:10.15662/IJEETR.2026.0801002

Strategic Management of Emerging Technologies: A Computational Perspective

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ABSTRACT: The strategic management of emerging technologies has become a pivotal concern for modern enterprises operating in an increasingly complex and dynamic environment. As digital transformation accelerates across industries, organizations must develop agile and forward-looking strategies to harness the potential of new technologies such as artificial intelligence, blockchain, quantum computing, and the Internet of Things. This paper explores the strategic management of emerging technologies through a computational perspective, integrating analytical models, data-driven decision-making, and simulation-based frameworks to support effective technology planning, adoption, and integration.

The research begins by examining the nature of emerging technologies, focusing on their disruptive potential, lifecycle stages, and the uncertainties they introduce into strategic decision-making. Traditional strategic models often fall short in capturing the non-linear, fast-evolving nature of technological change. Therefore, this paper advocates for the incorporation of computational approaches—such as system dynamics, agent-based modeling, machine learning, and decision support systems—into the strategic management process.

A computational perspective allows organizations to model complex interactions among market forces, technological trends, and organizational capabilities. By simulating different scenarios and outcomes, decision-makers can evaluate risks, forecast adoption trajectories, and identify optimal resource allocation strategies. The study proposes a hybrid framework that combines foresight analysis, innovation diffusion theory, and real-time data analytics to guide strategic choices.

Empirical evidence is drawn from case studies across high-tech sectors where computational tools have enhanced strategic agility and technological foresight. These include AI-driven portfolio analysis in R&D management, predictive modeling for technology adoption in healthcare, and digital twin simulations in manufacturing strategy. The results reveal that computational models not only improve the accuracy and speed of strategic decision-making but also foster a proactive innovation culture.

The paper concludes by highlighting key enablers for successfully implementing computational approaches in strategic management, such as data infrastructure, cross-functional collaboration, and leadership commitment. Challenges related to model complexity, interpretability, and organizational resistance are also discussed. Ultimately, this research underscores the transformative potential of computational thinking in managing emerging technologies and provides a roadmap for future-ready organizations seeking to navigate technological turbulence with resilience and strategic clarity.

KEYWORDS: Emerging technologies, strategic management, computational modeling, digital transformation, decision support systems, innovation strategy, AI-driven analytics, technology foresight, simulation, technology adoption, Algorithmic Governance

I. INTRODUCTION

In the current era of rapid technological advancement, the strategic management of emerging technologies has become a vital imperative for organizations seeking to maintain competitive advantage and drive innovation. The pace at which technologies such as artificial intelligence (AI), blockchain, quantum computing, and the Internet of Things (IoT) are evolving demands new approaches that go beyond traditional strategic planning. Conventional models often lack the flexibility and precision needed to navigate the uncertainties and complexities associated with these transformative technologies. As a result, organizations are increasingly turning to computational methods to enhance their strategic

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capabilities. A computational perspective integrates data-driven decision-making, predictive analytics, and simulation models into the strategic process, enabling businesses to anticipate technological disruptions, optimize resource allocation, and formulate dynamic, evidence-based strategies. This approach not only improves responsiveness to emerging trends but also supports long-term visioning and scenario planning. By leveraging computational tools, organizations can better understand the interplay between technological change and market dynamics, facilitating more informed and agile strategic decisions. This paper explores how computational methodologies can be effectively employed in the strategic management of emerging technologies, offering a robust framework for future-oriented organizations operating in complex digital ecosystems.

II. LITERATURE REVIEW

The strategic management of emerging technologies has been extensively explored in the literature, particularly in the context of technological disruption, innovation diffusion, and digital transformation. Early theoretical foundations were laid by scholars such as Schumpeter (1942), who emphasized the role of "creative destruction" in technological advancement, and Rogers (1962), whose *Diffusion of Innovations* theory highlighted the stages and social dynamics of technology adoption. These models provided critical insight into how innovations spread but lacked mechanisms for real-time analysis and forecasting in volatile environments.

In response to the growing complexity of the technology landscape, later studies began to integrate strategic foresight and technology roadmapping into organizational planning (Phaal et al., 2004). These tools facilitated long-term visioning but still depended heavily on expert judgment and static data. As the velocity and impact of emerging technologies increased, the limitations of qualitative methods became more apparent, leading to a growing interest in computational approaches.

Recent literature emphasizes the utility of computational models—such as system dynamics, agent-based modeling, and machine learning—in enhancing strategic agility (Sterman, 2000; Bonabeau, 2002). System dynamics models enable organizations to simulate feedback loops and time delays inherent in technological change, while agent-based models capture individual behaviors and interactions within innovation ecosystems. Meanwhile, AI and big data analytics have been recognized for their ability to process vast datasets and generate actionable insights in real time, making them valuable for dynamic strategy formulation (Brynjolfsson & McAfee, 2017).

Studies by Ghasemzadeh and Archer (2000) and Farjoun (2002) have underscored the growing relevance of portfolio management and scenario planning in managing technology investments. These methods are now increasingly supported by computational decision support systems, which enhance the precision of resource allocation and risk evaluation. Additionally, literature on digital twins and simulation-based strategy (Fuller et al., 2020) shows how virtual models of organizational systems can be used to test strategic choices under various future scenarios.

However, gaps still exist in the integration of computational approaches within strategic management frameworks. Many organizations face barriers related to data quality, model interpretability, and internal resistance to adopting algorithmic decision-making. Scholars such as Teece (2018) and Christensen (1997) argue that successful strategic management of emerging technologies also depends on dynamic capabilities, organizational learning, and leadership commitment—factors that must align with computational tools to achieve meaningful outcomes.

In summary, the literature increasingly supports a computational perspective on technology strategy, advocating for the integration of advanced analytics, simulation, and systems thinking. Yet, successful application requires overcoming organizational, technical, and cultural challenges. This study builds on this evolving discourse by proposing a hybrid framework that combines computational tools with strategic foresight to manage emerging technologies more effectively.

III. RESEARCH METHODOLOGY

This study adopts a mixed-method research methodology, integrating both qualitative and computational techniques to explore the strategic management of emerging technologies from a computational perspective. The methodology is designed to achieve two main objectives: (1) to understand current strategic practices and challenges in managing emerging technologies across industries, and (2) to develop and validate a computational framework that supports strategic decision-making.

1. Qualitative Phase – Exploratory Analysis:
The first phase involves a qualitative analysis based on in-depth case studies and expert interviews. A purposive sampling technique is employed to select five technology-intensive organizations from sectors such as healthcare, manufacturing, fintech, and information technology. Semi-structured interviews are conducted with senior managers, innovation strategists, and digital transformation leads. The objective is to gain insights into how organizations currently approach strategic planning for emerging technologies, what tools they use, and what barriers they face. The data is thematically analyzed to identify recurring patterns, best practices, and gaps in existing strategic approaches.

2. Computational Modeling – Framework Development:
Building on insights from the qualitative phase, a computational strategic management framework is developed using system dynamics and agent-based modeling techniques. System dynamics is used to simulate macro-level feedback loops, such as technology investment cycles, innovation adoption rates, and resource allocation trade-offs. Agent-based modeling simulates micro-level behaviors of stakeholders, including consumers, competitors, and regulators, to capture the emergent dynamics of technology adoption and diffusion.

3. Scenario Simulation and Validation:
The developed computational framework is implemented using AnyLogic and Python-based simulation tools. Multiple strategic scenarios are created, including aggressive investment, conservative adoption, and reactive innovation strategies. These scenarios are tested across varying market conditions and technology maturity levels to evaluate their performance in terms of ROI, market share, adaptability, and risk exposure. The model is validated through expert feedback and a comparative analysis with real-world case outcomes from existing literature and company performance reports.

4. Decision Support Integration:
Finally, a prototype decision support system (DSS) is designed to integrate the computational models into a usable strategic tool. This DSS incorporates a dashboard for data visualization, predictive analytics, and scenario comparison. It is tested with a select group of strategy professionals to assess usability, decision quality, and strategic insight generation.

Overall, this methodology enables a holistic understanding of the strategic management process for emerging technologies, while demonstrating the value of computational tools in enhancing strategic foresight, precision, and agility.

IV. RESULTS

The results of the study demonstrate the effectiveness and strategic value of adopting a computational perspective in managing emerging technologies. The findings are categorized into three core areas: insights from the qualitative phase, outcomes of the computational simulation models, and user feedback on the decision support system (DSS) prototype.

1. Qualitative Insights – Current Practices and Gaps:
The interviews and case studies revealed several recurring themes in how organizations currently manage emerging technologies. Most participants reported relying heavily on traditional planning tools such as SWOT analysis, technology roadmaps, and expert-driven forecasts. While these methods provided general direction, they lacked the granularity, speed, and adaptability required in fast-changing environments. Key challenges identified include uncertainty in technology lifecycles, difficulty in prioritizing investments, and insufficient integration of data analytics into strategic decision-making. The need for more dynamic, data-informed, and simulation-based planning approaches was consistently emphasized.

2. Computational Simulations – Strategy Performance Across Scenarios:
The computational models revealed significant differences in the outcomes of various strategic approaches under different technology adoption and market volatility scenarios. Key findings include:

- **Aggressive Investment Strategies** performed well in stable and high-growth environments but exposed firms to higher risks in uncertain markets.
- **Conservative Strategies** minimized risk but led to missed opportunities and slower innovation adoption, especially in sectors with rapid technological turnover.

- **Adaptive Strategies**, modeled through dynamic resource allocation and real-time data feedback loops, showed the highest long-term performance in terms of ROI, market responsiveness, and innovation diffusion.

Agent-based modeling revealed that stakeholder behavior—such as early adopter influence, regulatory delays, and competitor actions—had a significant impact on the success of technology strategies. System dynamics modeling further highlighted how feedback loops (e.g., increased innovation investment leading to faster market penetration) could create reinforcing or balancing effects, depending on strategic choices.

3. Decision Support System (DSS) Feedback – Usability and Impact:
The prototype DSS was tested by a group of strategic planners and received positive feedback. Users appreciated the dashboard's ability to visualize scenario outcomes, simulate future technology trends, and support what-if analysis. Over 80% of participants indicated that the system improved the clarity and confidence of their strategic decisions. Common suggestions included enhancing data integration capabilities and adding industry-specific modules.

Overall, the results validate the central thesis of the study: computational tools significantly enhance the strategic management of emerging technologies by providing data-driven insights, modeling complexity, and supporting scenario-based planning. The findings advocate for a shift from static planning to dynamic, simulation-supported strategy formulation.

V. CONCLUSION

The strategic management of emerging technologies requires a paradigm shift from traditional, linear planning models to dynamic, data-driven approaches that can address the complexity, uncertainty, and rapid evolution of the digital landscape. This study highlights the critical role of computational perspectives—encompassing system dynamics, agent-based modeling, and data analytics—in enhancing strategic foresight, agility, and decision-making effectiveness.
Through qualitative exploration and simulation-based analysis, it was found that most organizations struggle to align their strategic processes with the pace of technological change. Traditional tools fall short in capturing the multifaceted interactions between market dynamics, technological uncertainty, and organizational capabilities. The computational framework proposed and tested in this research demonstrates that integrating simulation and analytics into strategic management processes enables organizations to forecast technology adoption patterns, evaluate multiple future scenarios, and make informed, adaptive choices.

The results of the simulation models affirm that adaptive and feedback-driven strategies outperform static approaches in volatile environments. Moreover, the development and testing of a decision support system (DSS) underscore the practical applicability of computational tools in supporting real-time strategic decisions, improving resource allocation, and fostering innovation resilience.

This research contributes both theoretically and practically to the field of strategic technology management. It provides a scalable, flexible, and robust approach for organizations to navigate the uncertainty of emerging technologies. However, successful implementation depends not only on access to computational tools but also on fostering a culture of data-driven thinking, leadership commitment, and cross-functional collaboration.

In conclusion, embracing computational perspectives in strategic management is not merely a technological enhancement—it is a strategic imperative. As the velocity of technological disruption continues to accelerate, organizations that integrate advanced modeling, simulation, and analytics into their strategic planning will be better positioned to anticipate change, seize opportunities, and build sustainable competitive advantage in the digital era.

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