

How to Overcome the Chasm and Promote Digital Transformation Using Goal-setting Theory

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1.Introduction

- Transforming an organization like DX is difficult. Not all firms are necessarily successful in DX.
- Therefore, this study derives measures to involve organization members who resist the implementation of technology.
- For this purpose, This research attempted to apply the Chasm Theory to organization promoting DX.
- This paper then examined how to involve the forces of resistance within the organization.





2. Causal loops of promoting **B4** Educating innovators and DX in organization early adopters to shift to the majority Technology diffused awareness **B1** activities Agility Improvement Loop: Chasm Loop: For Innovators and Early For the Majority Adopters Trial and error repetition Utilization (agility) **B2** Chasm technology Loop of barriers to Autonomy adoption due to skills gaps in technology DX level of firms Skill gaps between innovators Innovators and early Skill gaps between early majority Early majority and late and early adopters in terms of adopters follow and late majority in terms of majority adoption of proficiency and technology proficiency and technology adoption technology technology DX promotion adoption members **B3** Loop promoting The vision that firms aim to achieve through DX interest in new Gaps between **B5** expectations for DX and reality after DX technologies Loop of DX withdrawal Level of (cases that do not meet expectations)

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3.DX Promoting SD model

Variables that Degree of technology and knowledge innovators and early Initial value of determine agility: Speed of learning new Knowledge of nnovators and technologies Acceptance of Top Implementation early adopters Innovators and Early Adopters Non DX Gap between the knowledge promotion required by the majority and the gility Level for Early Acceptance Majority and Late Withdrawal

Knowledge of Early

Majority and Late

technology and

knowledge for

The smaller the skill gap between innovators, early adopters, and the majority, and the higher their skill levels, the smoother the increase in DX promotion members should be.

Contact

between

both

changes in this

Observing

stock

If top leadership is strong and the majority of employees have skills that are up to the task, the number of DX promotion team members should increase.

Define the level of technology to be implemented

Level of

Technology

used in DX

Organizational le agility: for technology

Implementation of technology for

Variables that determine

Learning Period

Leadership skills of

top management

Mastery of the technology

to be adopted

Initial value of

proficiency level

Speed of diffusion and awareness raising by innovators and early adopters

Improved version of Bass diffusion model

adopters

Period of

sideration for





4. Simulation result

Test2

 Whole organization is agile

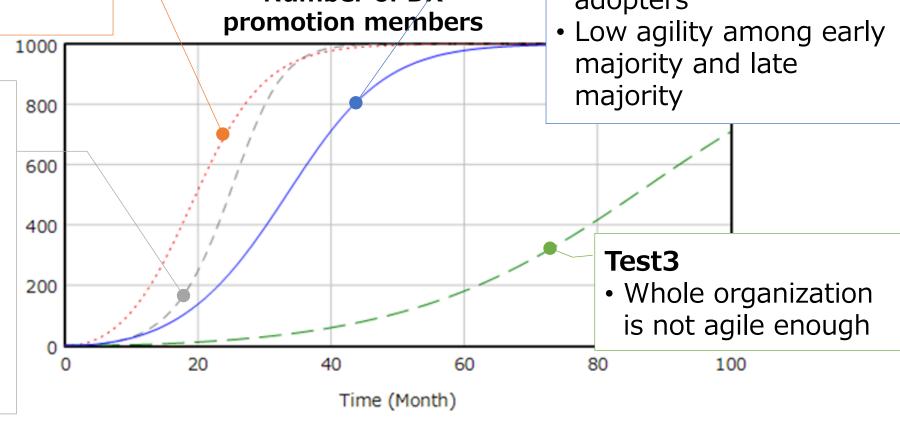
Number of DX

Test1

 High agility among innovators and early adopters

Test4

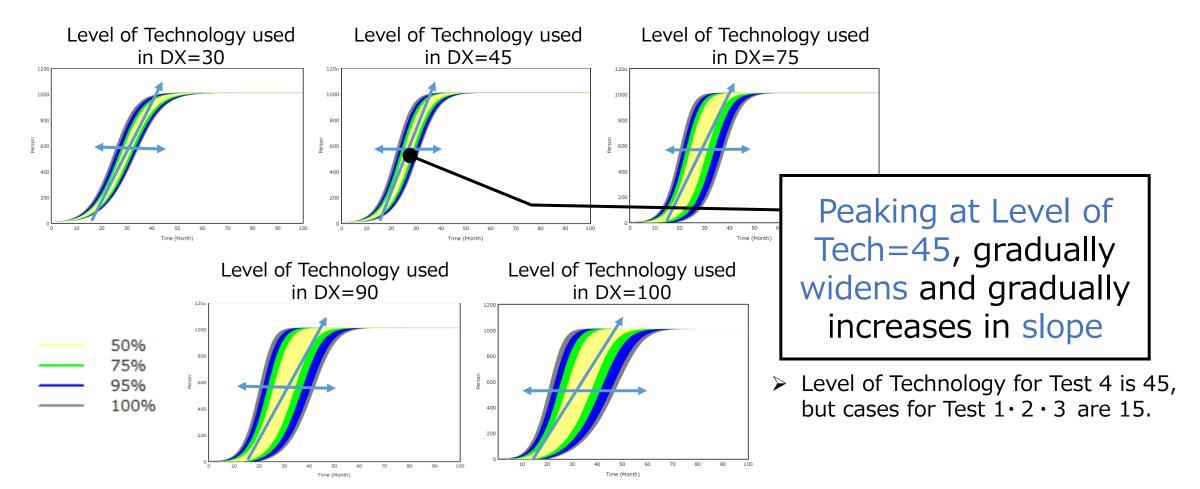
- High agility among innovators and early adopters
- Low agility among early majority and late majority
- High level of technology being implemented (More than Test1)







5.The effect of Goal-Setting theory \sim The factor for a case of Test $4\sim$







6.Conclusion

- In reality, it is difficult for many organizations to improve their level of agility.
- However, this study demonstrated that strategy (Test 4).
 - ① Selecting the appropriate level of technology to implement in the organization through DX
 - ② Careful and time-consuming awareness-raising activities by innovators and early adopters
- These two measures described above demonstrate that it is possible to advance DX as quickly as when all members demonstrate high agility, even though this is difficult in reality.





Thank you very much!

