

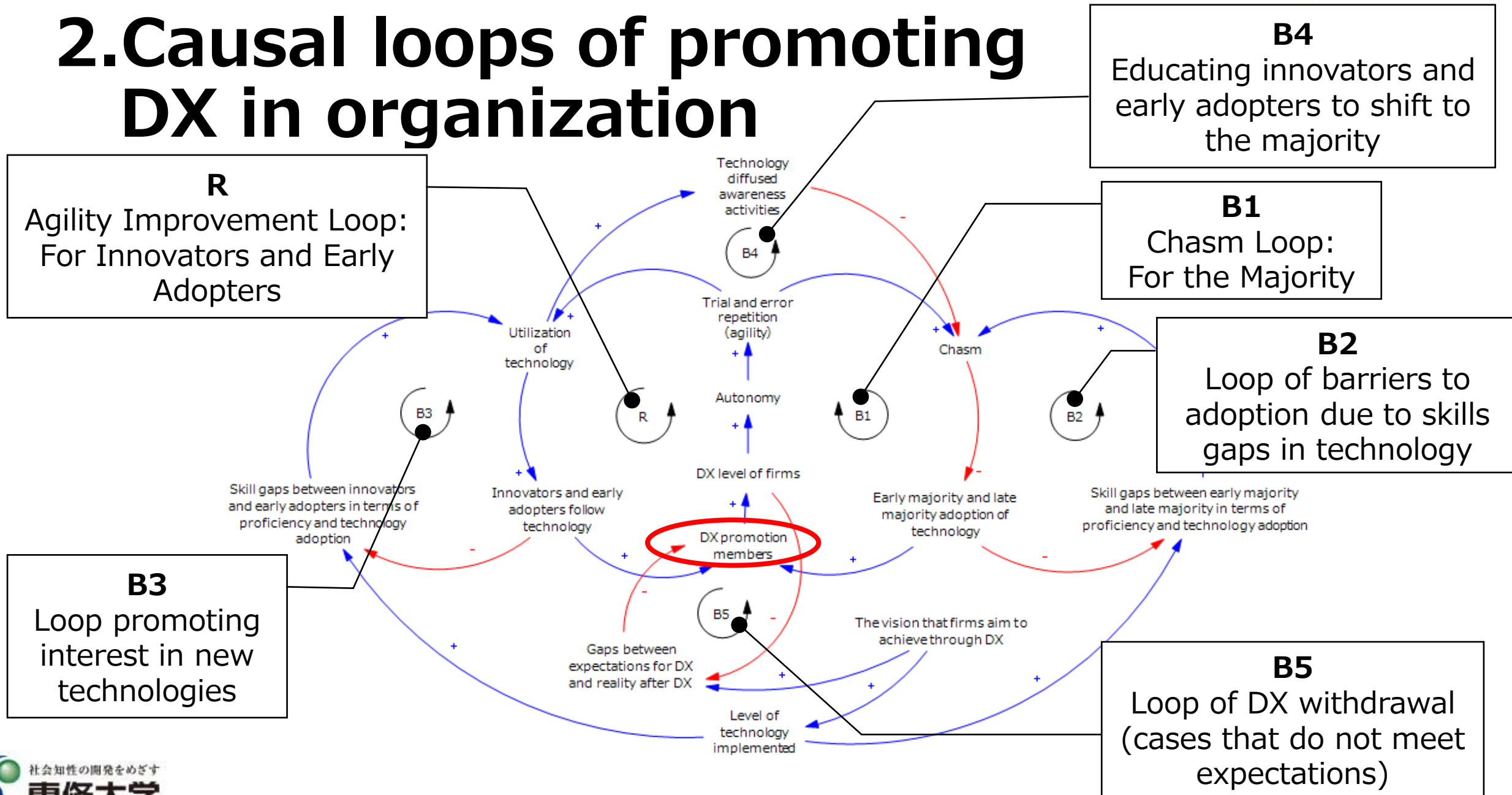
How to Overcome the Chasm and Promote Digital Transformation Using Goal-setting Theory

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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 DX in organization



3.DX Promoting SD model

Variables that determine agility:
Speed of learning new technologies

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.

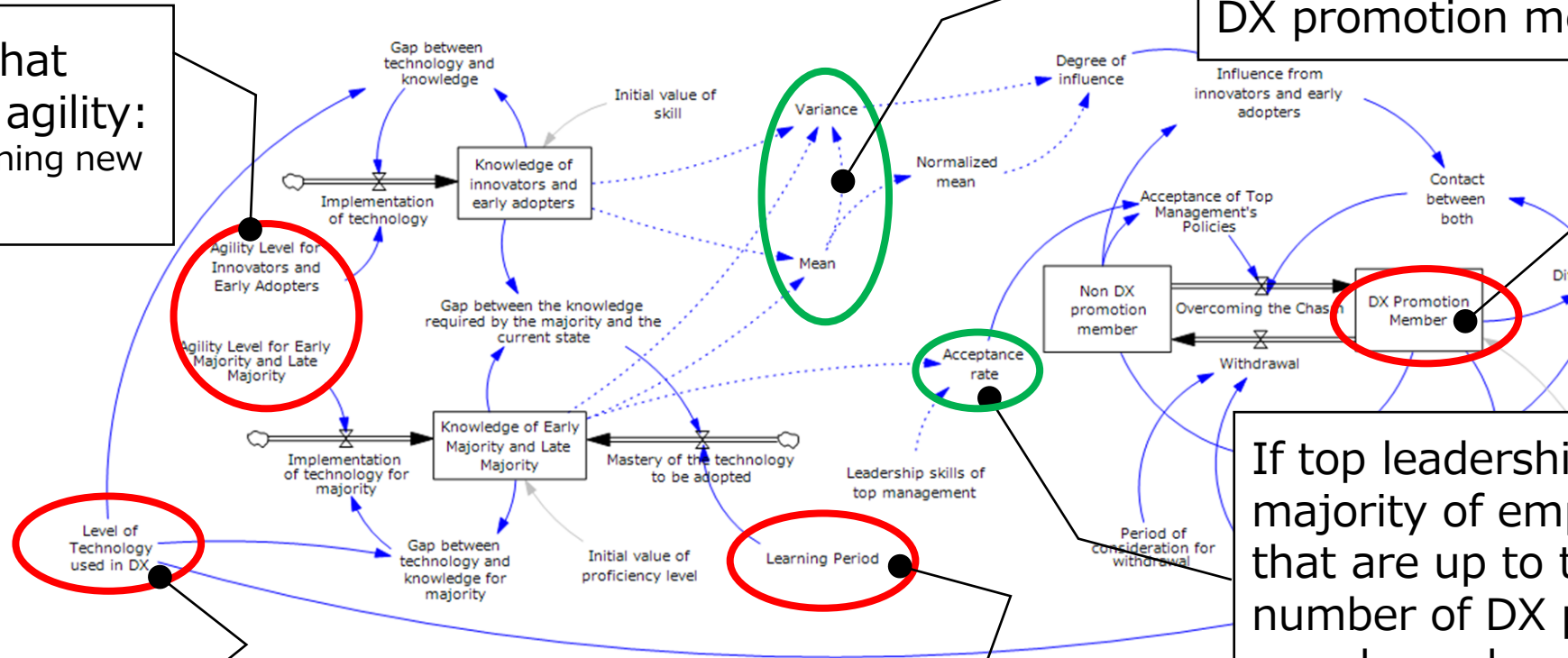
Observing changes in this stock

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

Variables that determine agility:
Speed of diffusion and awareness raising by innovators and early adopters

Improved version of Bass diffusion model



Organizational level for technology

4.Simulation result

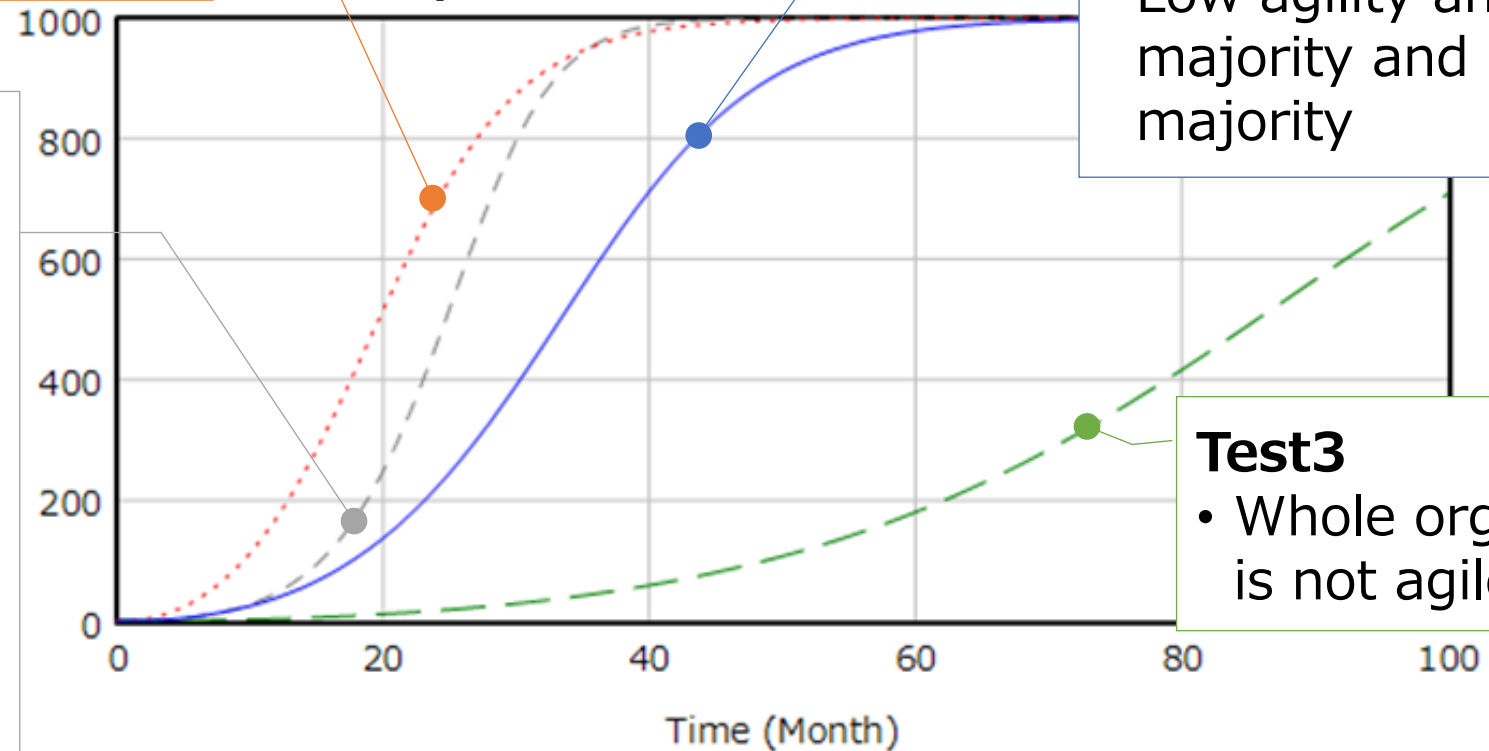
Test2

- Whole organization is agile

Test1

- High agility among innovators and early adopters
- Low agility among early majority and late majority

Number of DX promotion members



Test3

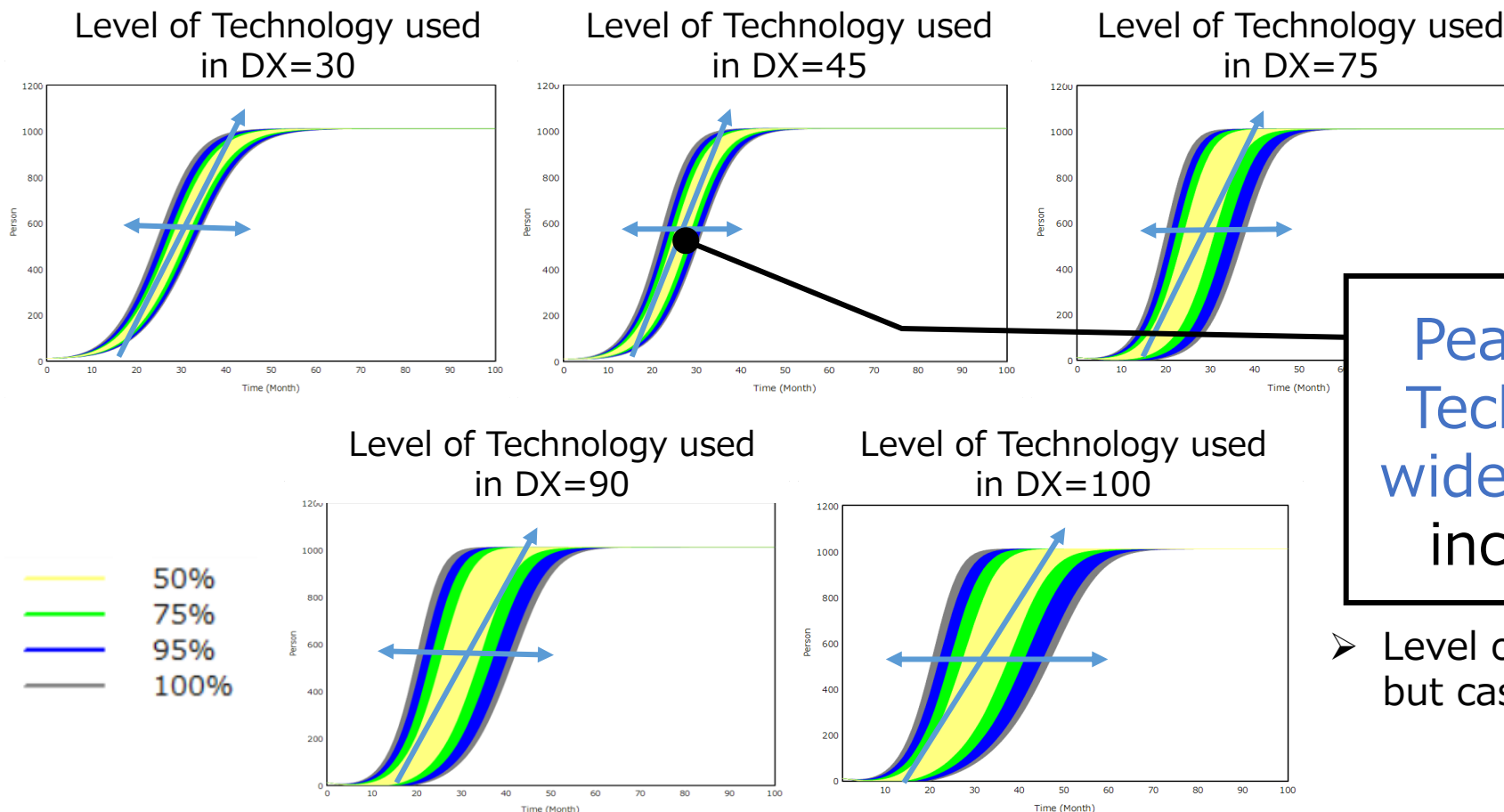
- Whole organization is not agile enough

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

~The factor for a case of Test 4~



Peaking at Level of Tech=45, gradually widens and gradually increases in slope

- Level of Technology for Test 4 is 45, but cases for Test 1・2・3 are 15.

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!