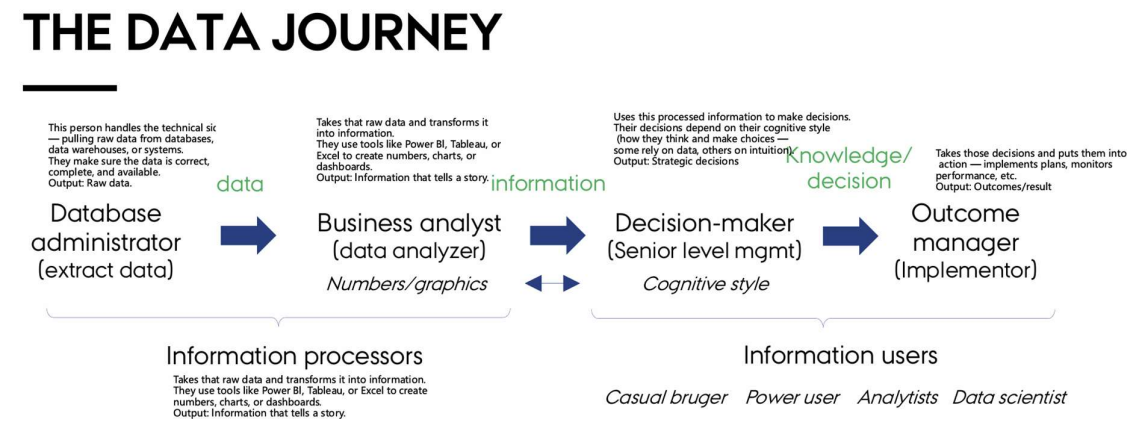
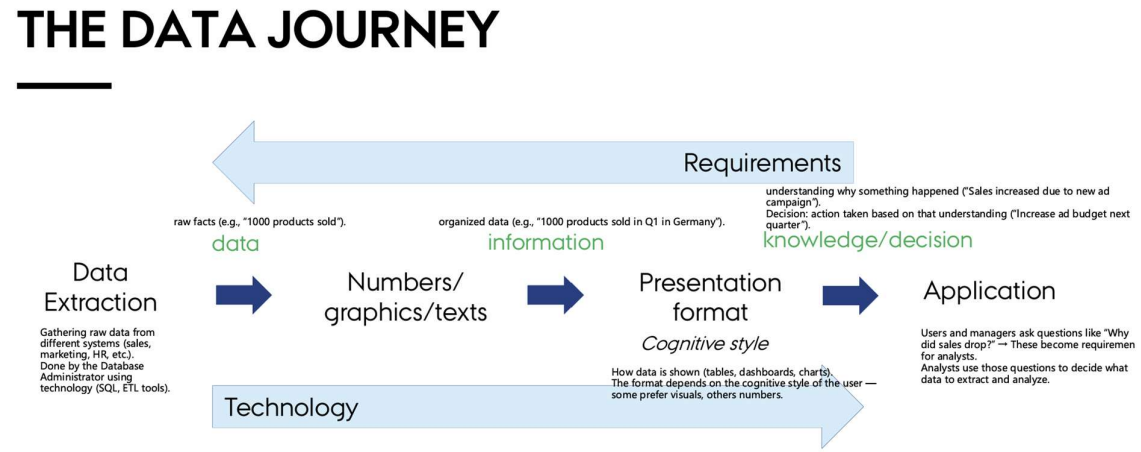
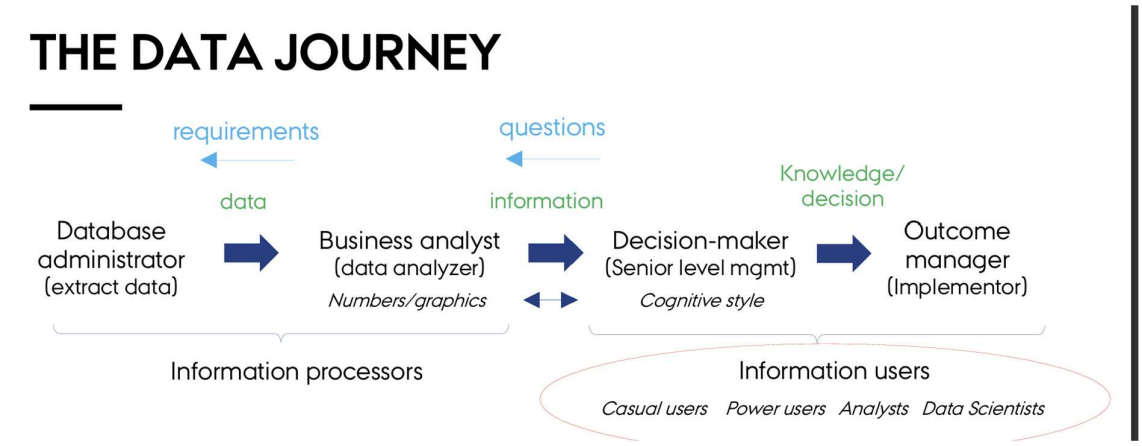
Employee Readiness

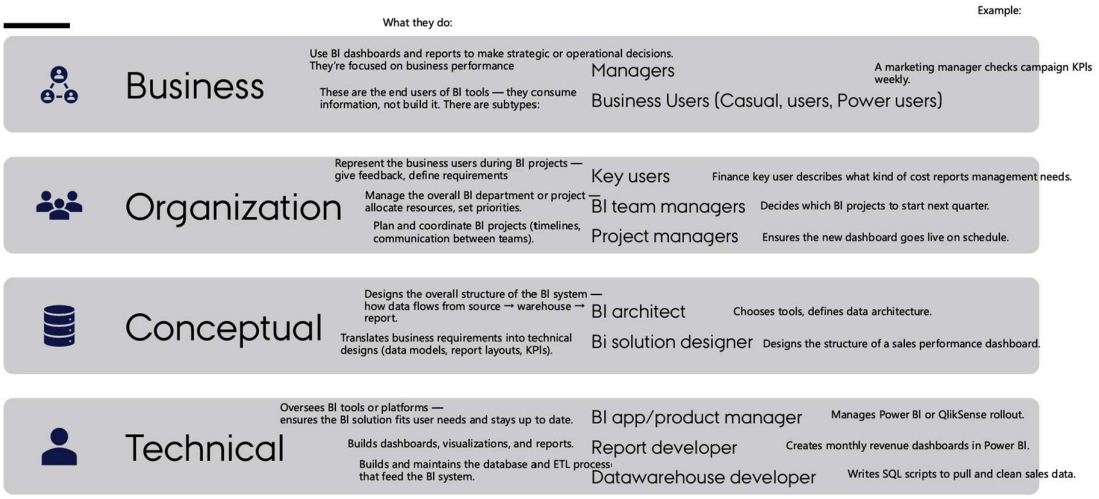
The Data Journey







User Roles:


What they do:
Example:
Business
Use BI dashboards and reports to make strategic or operational decisions. They're focused on business performance
These are the end users of BI tools — they consume information, not build it. There are subtypes:
Managers
A marketing manager checks campaign KPIs weekly.
Business Users (Casual, users, Power users)
Organization
Represent the business users during BI projects — give feedback, define requirements
Manage the overall BI department or project — allocate resources, set priorities.
Plan and coordinate BI projects (timelines, communication between teams).
Key users
Finance key user describes what kind of cost reports management needs.
BI team managers
Decides which BI projects to start next quarter.
Project managers
Ensures the new dashboard goes live on schedule.
Conceptual
Designs the overall structure of the BI system — how data flows from source → warehouse → report.
Translates business requirements into technical designs (data models, report layouts, KPIs).
BI architect
Chooses tools, defines data architecture.
Bi solution designer
Designs the structure of a sales performance dashboard.
Technical
Oversees BI tools or platforms — ensures the BI solution fits user needs and stays up to date.
Builds dashboards, visualizations, and reports.
Builds and maintains the database and ETL process that feed the BI system.
BI app/product manager
Manages Power BI or QlikSense rollout.
Report developer
Creates monthly revenue dashboards in Power BI.
Datawarehouse developer
Writes SQL scripts to pull and clean sales data.

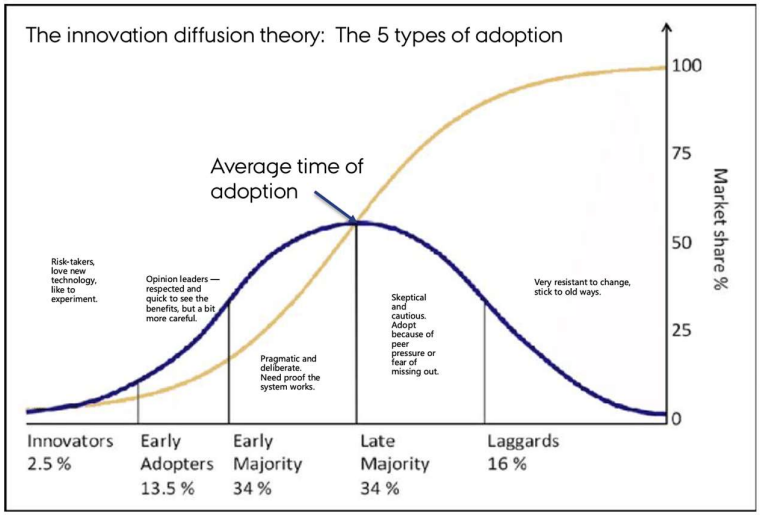
The Innovation Diffusion Theory

“Diffusion” means how something (like an innovation or technology) spreads through a group of people over time.
In Business Intelligence or AI, this could mean how quickly employees or managers start using new BI dashboards or tools.

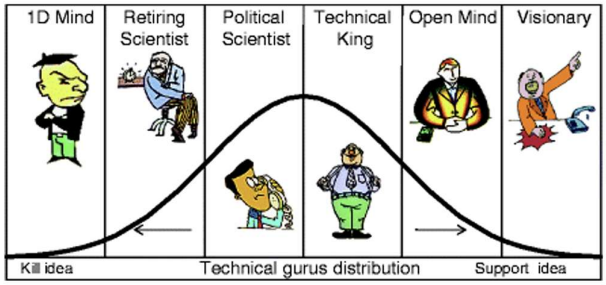
4 key factors that affect this process:

Factor	Meaning	Example
Innovation	How people *view* the new technology (exciting, useful, scary?).	Is Power BI seen as helpful or too complex?
Communication System	How people talk about and share information about the innovation — and *who* influences whom.	“Our BI manager showed me how it saves time!”
Time	How fast people adopt the innovation — early vs. late adopters.	Some start using AI reports on day one, others months later.
Social System	The influence of groups, culture, and peers on adoption.	If everyone in the team uses it, others will follow.

5 Types of adoption

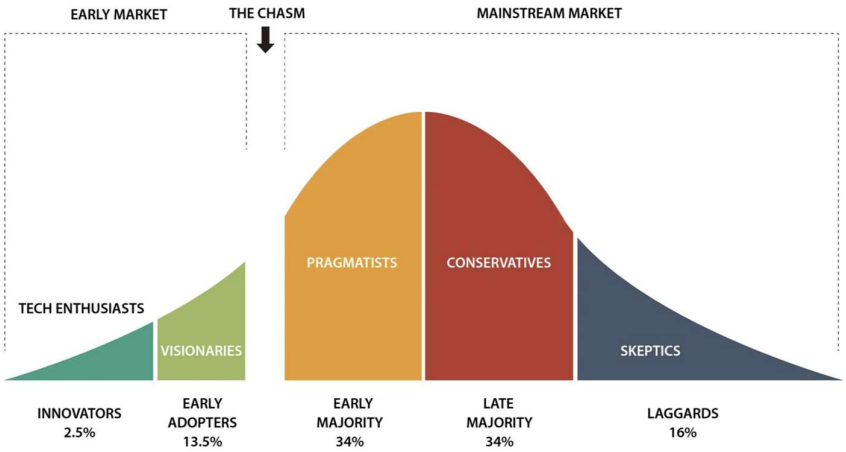


The technical Profiles



Leadership Attitudes

- The Utopians
  - Wall-E
- The Optimistic Realists
- The Technology optimists
  - I4.0
- The Productivity Skeptics
- The Dystopians
  - Terminator



The Chasm is the gap between the Early Adopters and the Early Majority.

- Many innovations fail right here because they don't manage to move from early enthusiasts → to mainstream users.
- Example: A company introduces a new AI dashboard. A few excited managers (early adopters) use it, but the rest of the company doesn't follow — adoption stops.

So, to "cross the chasm," BI and AI projects need:

- Clear proof of value (e.g., faster reporting, better insights)
- Training and support for users
- Opinion leaders who promote the tool internally

THE CHASM

A shift

A critical point in the adoption of technology among the population members (company members).

Table 1: Characteristics of Early Adopters and Early Majority (Geoghegan, 1994)

Early Adopters	*Early Majority*
▪ Technology focused	▪ Not technically focused
▪ Proponents of revolutionary change	▪ Proponents of evolutionary change
▪ Visionary Users	▪ Pragmatic Users
▪ Project Oriented	▪ Process Oriented
▪ Willing to take risks	▪ Averse to taking risks
▪ Willing to experiment	▪ Looking for proven applications
▪ Individually self-sufficient	▪ May require support
▪ Tend to communicate horizontally (focused across disciplines)	▪ Tend to communicate vertically (focused within a discipline)

	Innovators	Early adopters	Early majority	Late majority	Laggards
Innovation	Risk takers	Flagship	Pragmatists	Sceptical & cautious	Withstand & cautious
Communication system	Gatekeepers	Opinion leaders, uncertainty↓	Solid proof of benefits	Doubtful	Solid proof of operation
Time	Quick to act and adapt	Pragmatic, 'test bed'	Averse to taking risks	After the mean of the population	Resisting to the end
Social system	Not limited by	Advisors, some limitation	followers	Succumb to peer pressure	Not limited by

The chasm

	Innovators	Early adopters	Early majority	Late majority	Laggards
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The chasm Average adoption time

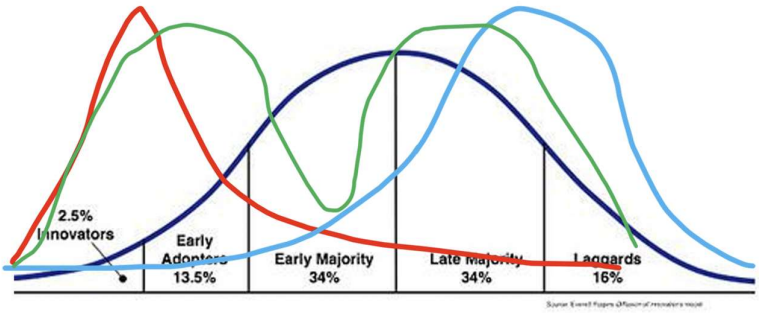
What is "Critical Mass"?

- Critical mass is the minimum number of users needed for adoption to become self-sustaining.
- Once you reach this point, adoption often accelerates naturally because:
  - People see proof that the technology works
  - Social influence grows (peer pressure, opinion leaders)
- Think of it like a snowball effect: once enough people adopt, the rest follow more easily.

Summary

Term	Meaning
The Chasm	Gap between enthusiastic early adopters and cautious early majority — main risk of adoption failure.
Critical Mass	Minimum number of users needed to make adoption self-sustaining and grow naturally.

Interpretation for the Organisation



ORG. INTERPRETATION

A)

Slow adoption
The organization is cautious and resists rapid change.
New systems like your BI tool will take time to be used widely.
Above normal skepticism
Employees may doubt the benefits of BI.
They will question whether it truly improves decision-making.
Resource constrained
Limited time, budget, or technical support to adopt the BI system.
Employees may already feel overloaded.
Hard to change
Organizational culture may resist innovation.
Change management becomes critical.
→ Make change easy (back to business model)
You need to simplify adoption:
Easy-to-use dashboards and reports
Clear instructions and training
Show direct benefits aligned with existing business processes
Essentially, don't force people to change their workflow drastically — integrate BI into their daily work.

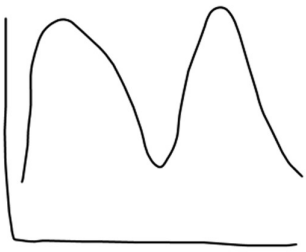
ORG. INTERPRETATION

B)

Fast adoption
Most employees are enthusiastic about new technology.
Your BI system will be used quickly and actively.
Little resistance
Minimal skepticism or pushback from employees.
You don't need to spend much effort convincing users to try the system.
→ "Happy place"
The organization is in an ideal state for BI rollout.
Early adopters will generate success stories and act as internal champions.
→ Attention to system bugs
Rapid adoption can expose technical issues quickly.
Developers must be ready to fix problems fast to maintain trust and momentum.
→ Attention to business analytics maturity
Even with enthusiastic users, check if the organization has:
Processes to analyze data effectively
Skills to interpret dashboards
Governance for consistent reporting
Otherwise, adoption may be fast but insights may not be fully used.

ORG. INTERPRETATION

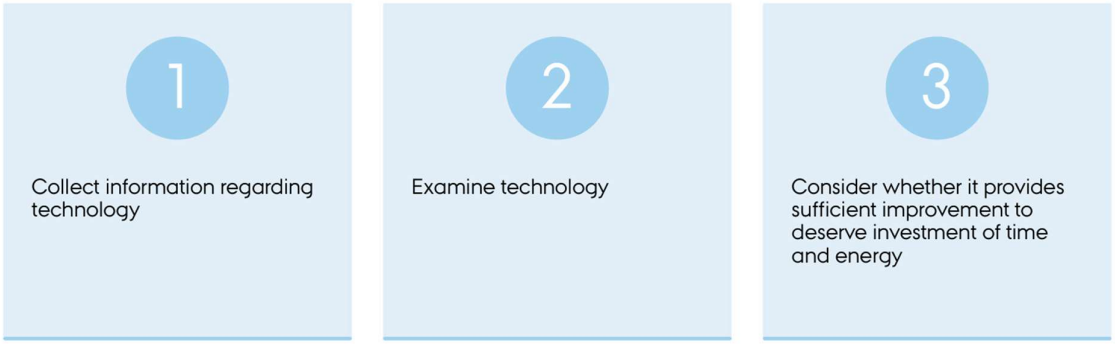
C)



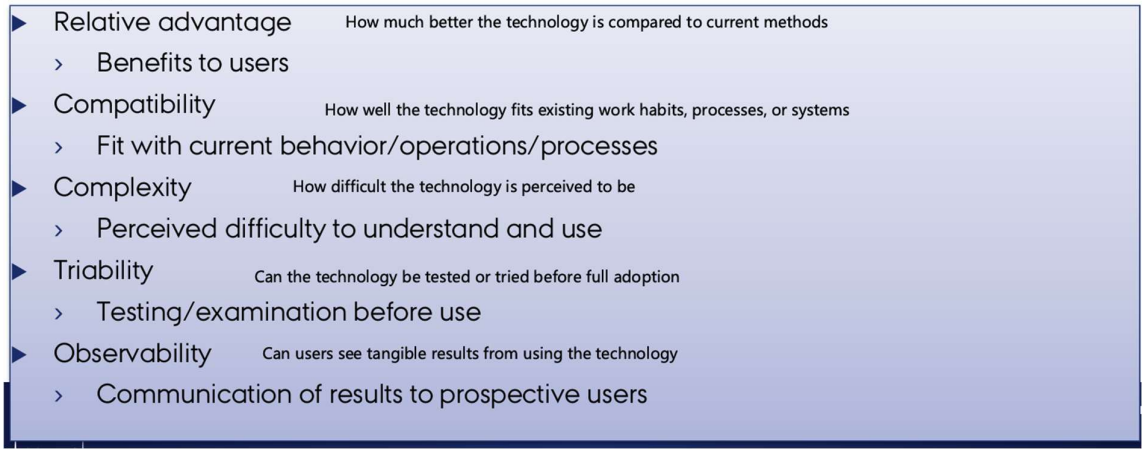
Large chasm/gap to jump
The Early Majority is small or missing, creating a gap between Early Adopters and the Late Majority.
Adoption may stall because the momentum from Early Adopters cannot naturally carry over to the cautious majority.
Split organization
Adoption may be uneven:
Some departments or teams embrace the BI system fully (early adopters).
Other departments are slow or resistant (late adopters/laggards).
Risk of isolated pockets of BI usage, not company-wide adoption.
Questions to consider:
Is the split across the entire organization, or just isolated in specific departments?
Are the early adopters able to influence late adopters, or is the organization too siloed?

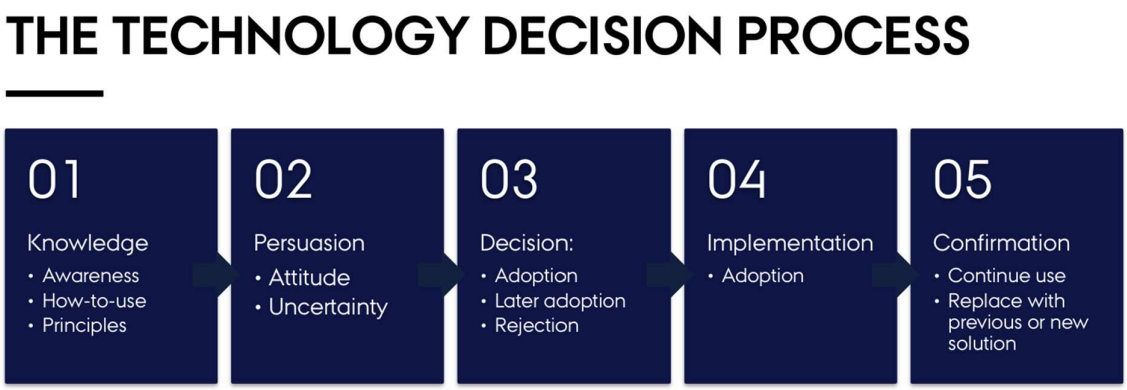
Factors Influencing Adoption

Potential Adapater



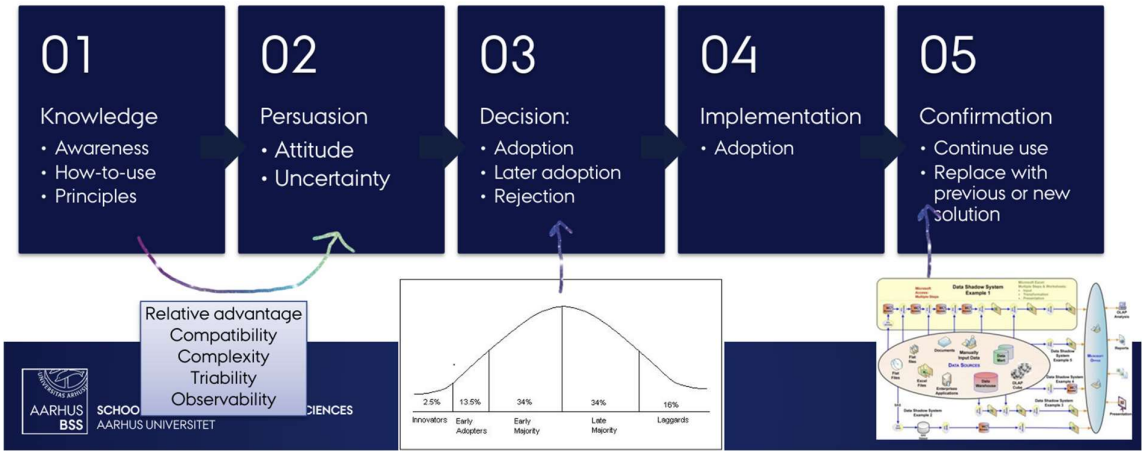
5 Factors influence the adoption



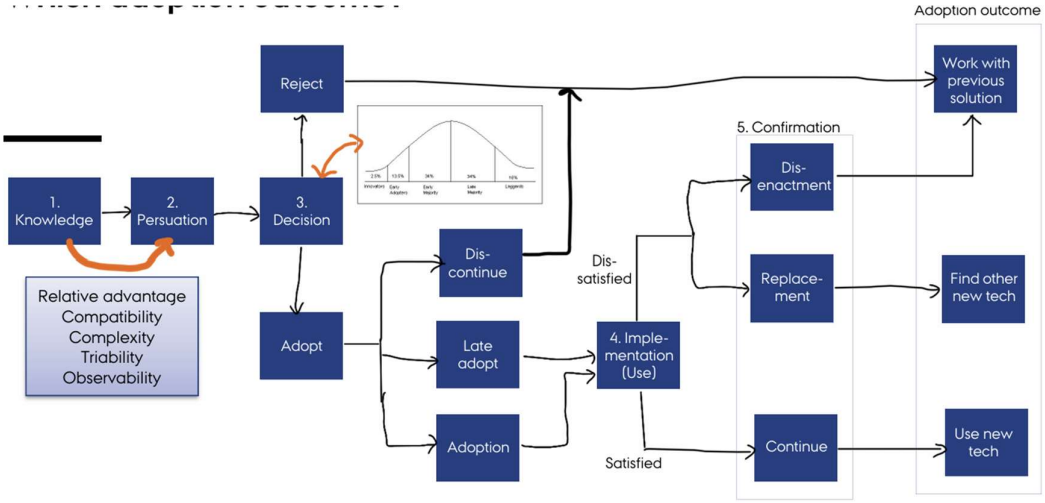


The Decision to Adopt

The technology decision process



Whichadoption outcome?



Step 3 → 5: Intention vs. Actual Use

Here, Step 3 = Decision (intention to use) and Step 5 = Confirmation (actual use). The slide shows four possible patterns based on high (H) or low (L) intention and actual us

- L → L:
  - Reject technology and continue current behavior.
- H → H:
  - Accept new technology and change behavior to adapt new technology.
- H → L:
  - Intention to use, but late adoption or rejection of technology for other.
- L → H:
  - No intention, but still adopts new technology with risk of later replacement.
  - Compliance

Adopting Decision

- H → L High Intention → Low Actual Use
  - Later adoption or rejection
  - Situation of early majority: not convinced by the early adopters; uncertainty remains high; The chasm is not bridged
  - Situation of early adopters: test beds results in too many mistakes
- L → H Low Intention → High Actual Use
  - Adoption
  - Situation of late majority; forced by peer pressure; compliance
  - Risk of later replacement
- L = L Low Intention → Low Actual Use
  - Situation of laggards

  Characteristics:
  Not interested in new technology.
  Continue with existing methods (e.g., Excel reports instead of BI dashboards).
  Resistant to change and adopt only when forced or absolutely necessary.
  Implications for BI rollout:
  You cannot rely on laggards to adopt voluntarily.
  Strategies:
  Mandatory training or compliance measures.
  Show clear benefits and integrate into required workflows.
- H = H
  - Situation of innovators High Intention → High Actual Use

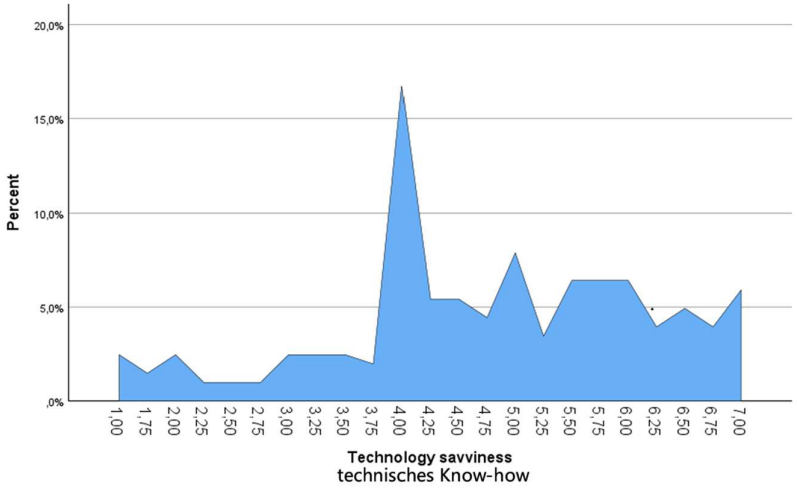
    Characteristics:
    Enthusiastic about new technology.
    Early testers and champions.
    Actively explore and adopt new systems immediately.
    Implications for BI rollout:
    Innovators are critical for successful adoption:
    Test the system early.
    Provide feedback to fix issues.
    Act as internal champions to influence others.

Use Case

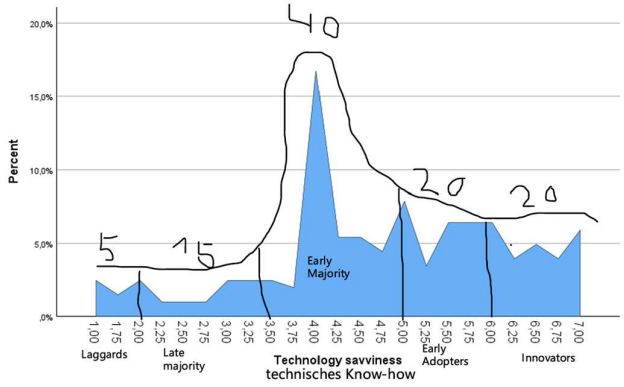
PRESENTING THE CASE

- Respondents
- Survey questions

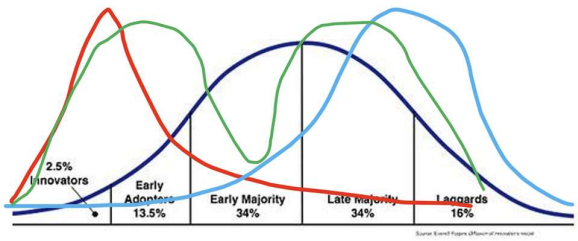
Tech-Saviness (TS) *adapted from de Blanes Sebastian et al. (2022) and Twum et al. (2022).*	I am open to new information technologies (IT) and enjoy experimenting with them. I am usually among the first to try out new information technologies (IT). I like to experiment with new information technologies (IT). I am good at experimenting with new information technologies (IT).
Prejudice (Overconfidence) (PR) *adapted from Koppel et al. (2023) and Rubio et al. (2020).*	Indicate how skilled you are compared to others by marking your approximate placement among your co-workers in the service section of company X. I consider myself an expert in my job as a service agent



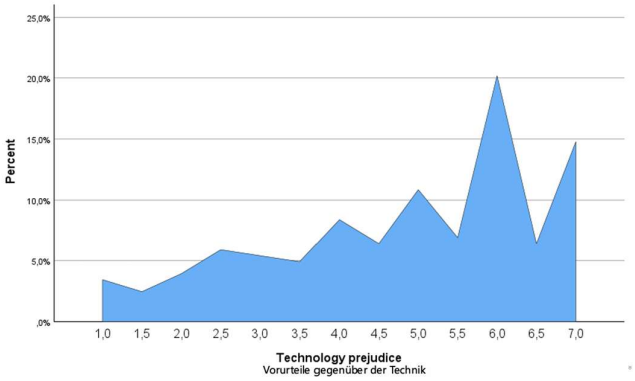
How is the distribution?



So it is C) blue line



Are the employees going to adopt?

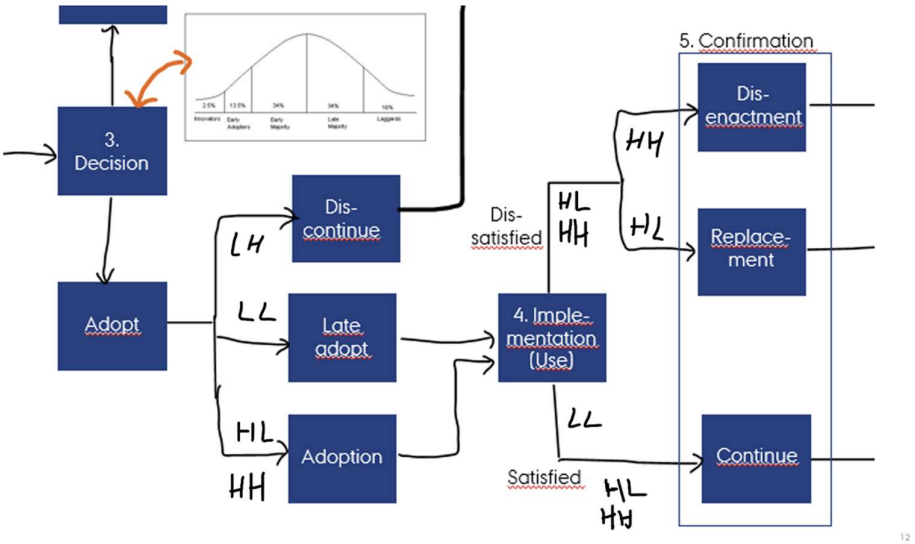


EMPLOYEE GROUPS

Technology prejudice	Technology savviness: Low	Technology savviness: High
High	31%	28.1%
Low	19.7%	21.2%

WHO ARE THE FOUR GROUPS?

- Low savviness / low prejudice (19.7%)
  - Early adopters, early majority
- Low savviness / high prejudice (31%)
  - Late majority, laggards
- High Savviness / low prejudice (21.2%)
  - Innovators
- High savviness / high prejudice (28.1%)
  - Not innovators



🧩 1️⃣ Explaining the Four Groups in Depth

We classify employees using **two dimensions**:

1. **Savviness** → How comfortable they are with technology.
2. **Prejudice** → How open or resistant they are to adopting new technology.

The Four Groups

Group	%	Savviness	Prejudice	Likely Adopter Type	Implications
Low Savviness / Low Prejudice	19.7%	Low	Low	Early Adopters / Early Majority	Willing to adopt but need **training/support** to use BI effectively.
Low Savviness / High Prejudice	31%	Low	High	Late Majority / Laggards	Resistant; adoption is **slow or forced**. Training helps but **attitude is a barrier**.
High Savviness / Low Prejudice	21.2%	High	Low	Innovators	Enthusiastic, quick adoption. Can be **internal champions**.
High Savviness / High Prejudice	28.1%	High	High	Not Innovators	Skilled but resistant. Adoption may **require persuasion or incentives**.

Key points:

- **~40% (21.2% + 19.7%)** are willing and capable → good for initial adoption.
- **~59% (31% + 28.1%)** are hesitant or resistant → may slow company-wide adoption.

🧩 Company Adoption Case – Detailed Analysis

1️⃣ Adoption Scenario

Scenario: Scenario C — Split Organization / Large Chasm

Why:

1. **Employee distribution:**
   - **High Savviness / Low Prejudice (Innovators): 21.2%** → enthusiastic, early adopters.
   - **Low Savviness / Low Prejudice: 19.7%** → willing to adopt but need support.
   - **High Prejudice groups (resistant): 28.1% + 31% = 59%** → Late Majority, Laggards, or skilled but resistant.
2. **Effect:**
   - Early adopters exist, but the **Early Majority is underrepresented**, creating a **chasm in adoption**.
   - Adoption may **stall or be uneven across departments**.

Implication for BI rollout:

- Early adopters may use dashboards immediately (H→H).
- Cautious employees may adopt late or only under pressure (H→L or L→H).
- Some employees may **resist completely** (L→L).

3️⃣ Receptiveness to New Technology

- **Innovators:** Highly receptive → adopt immediately and explore features.
- **Early Adopters / Low Savviness & Low Prejudice:** Receptive but slower → may adopt if supported.
- **Late Majority / Laggards / High Prejudice:** Low receptiveness → adoption often **forced by management or peer pressure**, risk of later drop-off.

Key insight: Receptiveness depends on **technical skill + openness to change**. High skill alone does not guarantee adoption if prejudice is high.

4️⃣ Adoption Decision Patterns

Pattern	Description	Who in Company
H → H	High intention → high actual use	Innovators (~21%)
H → L	High intention → low/late adoption	Low Savviness / Low Prejudice (~20%)
L → H	Low intention → adoption due to compliance	Late Majority (~28%)
L → L	Low intention → low adoption / resist	Laggards (~31%)

Observation:

- Adoption will be **uneven across the organization**.
- **The chasm** exists between Early Adopters and Late Majority.

What is the willingness of employees?

- ~40% willing and enthusiastic; ~60% hesitant or resistant.

How is the distribution?

- Polarized:
    - 21% Innovators → high skill, open
    - 20% Low Savviness / Low Prejudice → willing but need support
    - 28% Late Majority → resistant, may adopt under pressure
    - 31% Laggards → resist completely

How receptive are they to new technology? Are they going to adapt?

- Innovators → highly receptive, adopt immediately (H→H)
- Early Adopters → moderately receptive, adopt with support (H→L or H→H)
- Late Majority → low receptiveness, adopt mainly due to compliance or peer pressure (L→H)
- Laggards → very low receptiveness, resist adoption (L→L)

Overall adoption scenario:

- Scenario C — Split organization / Large chasm
- Adoption is uneven, early adopters exist, but majority adoption is delayed or forced.

Exam example:

Question 1 (40%)

Company A has had a respected consultancy agency perform an evaluation of all employees to disclose the willingness to accept new technology. The reason for this evaluation is that Company A recently invested in BI technology, however, management is not confident that the employees are actually using the new technology. Table 1 summarizes the result from the evaluation.

Table 1.

	Innovators	Early adopters	Early majority	Late majority	Laggards
Company A	10%	30%	10%	30%	20%

Question 1.1(15%)

Describe and explain the technology diffusion profile of company A as compared to the original theory.

Question 1.2 (10%)

Discuss the challenges for Company A to cross the chasm of new technology adoption.

Question 1.3 (15%)

For each of the five types in table 1, you are asked to determine the decision to adopt and then discuss the expected confirmation behavior respectively (step 3 to 5 in the technology decision process).

1.1

✅ Question 1.1 (15%)

Describe and explain the technology diffusion profile of Company A as compared to the original theory.

✳ Step 1: Recall the Original Theory

According to **Rogers' Diffusion of Innovation Theory**, the normal distribution of technology adopters in a population is roughly:

- **Innovators:** 2.5%
- **Early Adopters:** 13.5%
- **Early Majority:** 34%
- **Late Majority:** 34%
- **Laggards:** 16%

The curve typically looks like a **bell shape**, where the "chasm" lies between **Early Adopters and Early Majority** — the critical point where innovation moves from enthusiasts to the pragmatic mainstream.

✳ Step 2: Compare with Company A

Group	Company A	Original Theory	Difference	Interpretation
Innovators	10%	2.5%	↑ **higher**	Strong enthusiasm for new tech
Early Adopters	30%	13.5%	↑ **much higher**	Many open-minded and influential users
Early Majority	10%	34%	↓ **much lower**	Weak mainstream adoption group
Late Majority	30%	34%	≈ similar	Conservative but sizable group
Laggards	20%	16%	↑ **slightly higher**	Some strong resistance

---

✳ Step 3: Interpretation

- **Overall pattern:**
  Company A has a **large share of innovators and early adopters** but a **very small early majority**.
- **Implication:**
  There is an **adoption gap ("chasm")** between the enthusiastic adopters and the mainstream users. Adoption starts strongly but then **stagnates**, as the early majority (who usually bring critical mass) is missing.
- **Conclusion:**
  Company A's diffusion profile is **imbalanced** — early enthusiasm but weak mainstream engagement — which leads to a **split organization** (Scenario C).

1.2

✅ Question 1.2 (10%)

Discuss the challenges for Company A to cross the chasm of new technology adoption.

✳ Step 1: Define the chasm

The **chasm** (Moore, 1991) represents the difficult transition between **early adopters** (visionaries) and the **early majority** (pragmatists).
To cross it, the company must turn enthusiasm into practical, proven results.

✳ Step 2: Apply to Company A

Company A's data shows:

- Early adopters = 30% (strong base)
- Early majority = 10% (weak bridge)

Thus, the company is **stuck in the chasm**.

✳ Step 3: Key Challenges

1. **Weak critical mass:**
   - Early majority is too small to influence others; adoption slows down.
2. **Cultural gap:**
   - Early adopters are visionary and experimental, while later users want **proof and stability**.
3. **Communication issues:**
   - Knowledge sharing from innovators to mainstream users may be limited.
4. **Perceived complexity:**
   - BI tools may be seen as complicated or non-essential.
5. **Lack of demonstrated value:**
   - Without clear business benefits, pragmatic users will not follow.

✳ Step 4: How to overcome

- Strengthen internal communication (use success stories).
- Simplify BI usage (training, user-friendly dashboards).
- Involve middle managers as "opinion leaders."
- Provide **tangible results and proof of value** to reduce uncertainty.

1.3

1 Willingness of Employees

The overall **willingness to adopt** the new BI system is **mixed.**

- Around **40% of employees** (Innovators and Low Savviness/Low Prejudice groups) show a **positive attitude** and are **open to trying new technologies.**
  - These employees are curious, motivated, and likely to use the system once they receive proper guidance or see its value.
- The remaining **60%** demonstrate **low willingness or even resistance.**
  - This group includes both those who **lack technical confidence** and those who are **technically skilled but skeptical** about the new BI system's benefits.

This uneven distribution of openness means that the company's overall willingness is **moderate to low** — there are enthusiastic adopters, but a majority will need **encouragement, support, or pressure from management** to adopt the BI solution fully.

---

2 Distribution of Employees

The employee distribution across the four adopter groups looks as follows:

Group	Savviness	Prejudice	%	Adoption Type	Description
High Savviness / Low Prejudice	High	Low	21.2%	Innovators	Technically skilled and open to innovation. They adopt immediately and explore new features.
Low Savviness / Low Prejudice	Low	Low	19.7%	Early Adopters / Early Majority	Open to new technology but need training and support to use it effectively.
High Savviness / High Prejudice	High	High	28.1%	Resistant Users	Skilled but skeptical. They may not trust the system or see its relevance.
Low Savviness / High Prejudice	Low	High	31%	Late Majority / Laggards	Technically insecure and resistant. They adopt only under strong pressure or may refuse entirely.

Interpretation:
The company's employee base is **polarized** — a relatively small group is eager and ready to innovate, while a large portion remains resistant or hesitant.
This leads to a **split organization**, where some departments move forward quickly while others lag behind.

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3 Receptiveness and Adaptation Potential

Receptiveness measures how open and ready employees are to **adopt and integrate** a new technology into their daily work.

- **Innovators (21.2%) – Highly receptive**
  - These employees are naturally curious, quick to experiment, and comfortable with digital tools.
  - They will start using the BI system immediately and explore its possibilities.
  - Adoption pattern: **H → H** (high intention, high actual use).
- **Low Savviness / Low Prejudice (19.7%) – Moderately receptive**
  - They are open-minded but need **support, training, and clear communication** to overcome their lack of technical skill.
  - If well supported, they will become regular users.
  - Adoption pattern: **H → H or H → L** (intend to adopt, but pace depends on support).
- **High Prejudice Groups (59%) – Low receptiveness**
  - This includes skilled but resistant users and unskilled laggards.
  - They may only adopt when **management enforces usage** or when **peer pressure** becomes strong.
  - Adoption pattern: **L → H or L → L** (low intention; adoption due to compliance or complete resistance).

Overall interpretation:
The organization's **receptiveness is limited.** There are innovators who can drive adoption, but most employees are either cautious or resistant.
To ensure success, the company needs:

1. **Strong change management**
2. **Targeted training programs**
3. **Visible success stories** that demonstrate BI's value
4. **Managerial support** to overcome hesitation

General Answers

1. Describe the diffusion profile and compare it to Rogers' original theory.
2. Discuss the main challenges to "cross the chasm."
3. For each of the five adopter types (Innovators, Early Adopters, Early Majority, Late Majority, Laggards) I state the Decision (step 3) and the likely Implementation / Confirmation behavior (steps 4–5).

Scenario A:

Scenario A — Slow Adoption / Hard-to-Change Organization

1. Diffusion Profile Compared to Rogers' Innovation Diffusion Theory

According to Everett Rogers' Innovation Diffusion Theory, technological adoption within a population typically follows a normal distribution curve. The population can be divided into five categories:

1. Innovators (2.5%) – risk-takers and technology enthusiasts.
2. Early Adopters (13.5%) – visionaries and opinion leaders.
3. Early Majority (34%) – pragmatists who adopt once benefits are visible.
4. Late Majority (34%) – skeptical individuals who adopt under social or managerial pressure.
5. Laggards (16%) – conservative users who resist change until the very end.

In contrast to this ideal model, Company A demonstrates a right-skewed diffusion curve, meaning that most employees fall into the Late Majority and Laggard categories. Only a small fraction of the workforce exhibits the traits of innovators or early adopters.

The employee profile of Company A is characterized by:

- Low technological savviness – employees lack experience and confidence with new digital tools.
- High technological prejudice – there is skepticism toward innovations and fear of failure.
- Low perceived relative advantage – many employees do not see how BI directly benefits their work.
- Low observability – they rarely see tangible success examples of BI use in their environment.

As a result, innovation spreads slowly and unevenly, with limited communication between enthusiastic and resistant groups. The organization as a whole remains conservative and reactive rather than proactive toward technological change.

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2. Challenges for Company A to Cross the Chasm

The chasm—as described by Geoffrey Moore—is the critical gap between Early Adopters (who are visionary) and the Early Majority (who are pragmatic and seek proven results). For Company A, this chasm is exceptionally wide and difficult to cross, due to several structural and cultural barriers.

(a) Cultural Resistance and Organizational Mindset

The organizational culture is risk-averse. Employees have strong habits built on traditional workflows and feel uncomfortable experimenting with unproven digital solutions.
Change is often associated with uncertainty, additional workload, and potential failure rather than opportunity. This "fear of the unknown" inhibits adoption momentum.
(b) Lack of Internal Champions
Because there are few innovators or early adopters, there are no visible champions promoting the BI system internally. Without these role models, the social system fails to generate trust or enthusiasm. The few who are open to innovation feel isolated and unsupported.
(c) Weak Communication System
According to diffusion theory, communication channels are essential to spread information about innovation. In Company A, these channels are underdeveloped. Employees rarely exchange experiences or best practices related to BI. Most communication flows hierarchically rather than informally, which limits peer influence and slows knowledge diffusion.
(d) Resource Constraints
The company faces limited resources for training, user support, and technology infrastructure.
Low investment in digital literacy prevents employees from building confidence and understanding, reinforcing their reluctance.
(e) Perceived Complexity and Low Triability
The BI system is perceived as technically complex and time-consuming to learn. Because there are few opportunities for safe testing ("sandbox" environments), employees cannot easily try it out without fear of making mistakes.
(f) Unclear Relative Advantage
Finally, employees often fail to see a clear business benefit. If BI is not connected to daily tasks or KPIs, it remains abstract—something "extra" rather than essential.
As a result, the company's diffusion process stagnates before reaching the early majority, and the chasm remains uncrossed.
The adoption process relies on top-down enforcement rather than natural diffusion through enthusiasm and peer influence.

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3. Adoption and Confirmation Behavior (Steps 3–5 of the Technology Decision Process)
According to Rogers' Technology Decision Process, individuals pass through five stages:

1. Knowledge – learning about the innovation
2. Persuasion – forming an attitude toward it
3. Decision – choosing to adopt or reject
4. Implementation – putting the innovation into use
5. Confirmation – seeking reinforcement of the decision

For Company A, the process from Step 3 (Decision) to Step 5 (Confirmation) unfolds as follows:

Step 3: Decision

Most employees decide to postpone or reject adoption. The perceived risk is higher than the perceived benefit.

The few who decide to adopt do so mainly because of managerial pressure rather than intrinsic motivation.

- Innovators: Decide quickly to adopt (H→H) but remain isolated.
- Early Adopters: Initially intend to adopt (H→L), but later lose motivation due to lack of support.
- Early Majority: Hesitate, waiting for solid evidence and clear instructions (L→L or H→L).
- Late Majority: Reluctantly comply only when adoption becomes mandatory (L→H).
- Laggards: Reject change entirely (L→L).

Step 4: Implementation

Adoption occurs slowly and partially. Some departments test the BI system, but usage remains superficial.

Most employees revert to previous tools (e.g., Excel) because of comfort, habit, and insufficient training.

Technical errors or unclear data structures further discourage users.

Step 5: Confirmation

The confirmation stage reinforces existing beliefs rather than promoting change.

Those who were skeptical initially now "confirm" that their hesitation was justified ("The system is too complex," "It doesn't work for us").

A small group of innovators continues to use the system, but the majority confirm their decision to stay with old methods.

This results in a low diffusion rate and minimal organizational learning from the innovation process.

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4. Organizational Interpretation and Implications

(a) Organizational Profile

Company A represents a type (A) organization:

- Slow adoption,
- Above-normal skepticism,
- Resource-constrained, and
- Hard to change.

Such organizations usually have a hierarchical decision structure and a compliance-oriented culture.

Innovation is seen as a management initiative rather than a shared responsibility.

(b) Managerial Implications

To stimulate adoption, management must reduce perceived risk and increase perceived benefit.

Key actions include:

1. Simplify the BI system – focus on user-friendly interfaces and low technical barriers.
2. Provide visible quick wins – show how BI improves concrete KPIs (e.g., time savings, better forecasts).
3. Strengthen communication – use internal success stories to build trust.
4. Invest in training and support – provide hands-on workshops and peer mentoring.
5. Encourage bottom-up feedback – let employees influence how BI is implemented.

The strategy should emphasize incremental change, trust-building, and empowerment rather than radical disruption.

(c) Long-Term Outlook

If these measures are not taken, the company risks remaining below critical mass—never reaching the threshold where adoption becomes self-sustaining.

The innovation will remain a niche tool for a small group rather than a strategic asset. However, with consistent leadership, communication, and training, Company A can gradually move from a late-majority culture toward an early-majority mindset over time.

Scenario B:

Scenario B — Fast Adoption / Open and Supportive Organization

1. Diffusion Profile Compared to Rogers' Innovation Diffusion Theory

According to Everett Rogers' Diffusion of Innovations Theory, the adoption of a new technology follows an S-shaped curve over time, representing cumulative adoption across five segments:

- Innovators (2.5%) – the first to experiment with technology; they love novelty and risk.
- Early Adopters (13.5%) – visionaries who translate innovations into business advantages.
- Early Majority (34%) – pragmatic users who adopt once the technology proves reliable.
- Late Majority (34%) – skeptical users adopting out of necessity or social pressure.
- Laggards (16%) – the most resistant group, adopting only when the old systems disappear.

In Company B, the observed distribution is left-skewed — meaning adoption happens earlier and faster than in the theoretical average.

Most employees are located in the Innovator and Early Adopter categories, and only a small proportion remain resistant.

Employee Characteristics of Company B

- High technological savviness – employees possess strong digital literacy and are confident using advanced tools.
- Low technological prejudice – there is curiosity and excitement rather than fear toward innovations.
- High perceived relative advantage – employees clearly recognize how technology improves efficiency and quality.
- High observability – success stories are visible across departments, reinforcing positive attitudes.

Therefore, Company B's diffusion curve rises steeply and early: innovations spread through informal networks and peer influence without requiring heavy top-down enforcement. The company demonstrates a self-reinforcing innovation culture.

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2. Challenges for Company B to Cross the Chasm

In Geoffrey Moore's model, the "chasm" is the difficult gap between visionary early adopters and pragmatic early majority.

For Company B, this chasm is relatively narrow and easier to cross, yet some strategic challenges remain.

(a) Rapid Expansion and Integration

When adoption happens quickly, the main challenge becomes synchronizing innovation with operational stability.

Early enthusiasm can lead to fragmented implementation or parallel systems that are not yet integrated into formal workflows.

(b) Sustaining Momentum After Initial Excitement

Innovators and early adopters thrive on novelty. Once the "newness" fades, there is a risk of innovation fatigue.

Management must therefore maintain engagement through continuous updates, gamification, or advanced use cases.

(c) Inclusion of Slower Groups

Even in highly digital organizations, a small fraction of employees—often in traditional roles—may feel left behind.

If their needs are ignored, it can create a "shadow chasm" between the digital elite and the rest.

(d) Overconfidence and Risk of Technological Overload

High savviness can also lead to adopting too many tools or experimenting without sufficient coordination, causing inefficiency and data fragmentation.

Thus, while Company B's challenge is not resistance, it is strategic alignment and governance.

(e) Change Management Balance

Since enthusiasm is high, leaders must shift from persuasion to standardization and process optimization, ensuring that early successes become scalable routines.

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3. Adoption and Confirmation Behavior (Steps 3–5 in the Technology Decision Process)

Step 3: Decision

In Company B, most employees decide to adopt early, often during or shortly after the persuasion stage.

Their decisions are driven by curiosity, trust in leadership, and the perceived personal benefit of being part of an innovative culture.

- Innovators: Immediately adopt and experiment enthusiastically (H→H).
- Early Adopters: Adopt strategically to gain performance advantages (H→L).
- Early Majority: Adopt once early adopters demonstrate success (L→L → adopt).
- Late Majority: Follow as organizational norms solidify (L→H → adopt).
- Laggards: Eventually comply but may remain passive users (L→L).

Step 4: Implementation

Implementation occurs rapidly, with active experimentation and peer learning.

Employees share feedback, co-create dashboards, and refine features collaboratively.

Mistakes are accepted as learning opportunities. Training programs focus on best practices rather than basic tutorials.

Step 5: Confirmation

In the confirmation stage, employees reinforce their decision to adopt, as they see tangible improvements:

- Enhanced decision-making through accessible data.
- Time savings and transparency.
- Recognition and social approval from peers and management.

Positive outcomes create a virtuous cycle: confirmed adopters become internal advocates who influence others, further accelerating diffusion.
Overall, the company moves from adoption to internal innovation diffusion loops, where new tools trigger new ideas continuously.

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4. Organizational Interpretation and Implications

(a) Organizational Profile

Company B represents a Type (B) organization:

- High openness to innovation,
- Fast diffusion process,
- Learning-oriented culture,
- Collaborative communication networks, and
- Empowered employees.

Such organizations typically have a flat hierarchy, where experimentation is encouraged and mistakes are viewed as a normal part of learning.
Innovation is not perceived as a managerial initiative but as a collective activity embedded in daily work.

(b) Managerial Implications

For management, the task is to consolidate success rather than generate motivation.
Key priorities include:

1. Standardize best practices – integrate new tools into official processes.
2. Prevent innovation silos – ensure collaboration across departments.
3. Maintain governance – implement data management and usage policies.
4. Support continuous learning – offer advanced training to sustain engagement.
5. Monitor technology overload – prioritize tools with clear strategic value.

In this context, leadership focuses on stability through flexibility — enabling exploration but aligning it with organizational strategy.

(c) Long-Term Outlook

Company B has already crossed the chasm and is well positioned for continuous digital evolution.
The diffusion process is self-sustaining, and employees act as internal promoters of change.
However, to maintain this success, the company must prevent complacency and maintain a balance between exploration (new tools) and exploitation (process efficiency).

Scenario C:

Scenario C — Split Organization with Missing Early Majority / Large Chasm

1. Diffusion Profile Compared to Rogers' Innovation Diffusion Theory

According to Rogers' Innovation Diffusion Theory, technology adoption typically follows a smooth bell-shaped curve, with adoption progressing through five segments:

- Innovators (2.5%) – early testers and risk-takers.
- Early Adopters (13.5%) – opinion leaders and visionaries.
- Early Majority (34%) – pragmatic users seeking proven results.
- Late Majority (34%) – skeptical users adopting under pressure.
- Laggards (16%) – resistant users adopting last.

In Scenario C, Company C's adoption curve is bimodal:

- There is a high proportion of Innovators and Early Adopters, usually concentrated in certain departments.
- The Early Majority is missing or underrepresented, creating a large adoption gap.
- Late Majority and Laggards occupy the other side of the distribution, resistant to change.

This results in a split organization:

- Some teams adopt BI tools quickly and experiment actively.
- Other teams remain skeptical, seeing the technology as irrelevant, complex, or risky.
- The adoption process is fragmented, and peer influence is ineffective across the entire company.

Employee Characteristics of Company C

- High savviness and low prejudice – the Innovators and Early Adopters adopt enthusiastically.
- High savviness and high prejudice – some skilled employees resist due to doubts or departmental priorities.
- Low savviness and low prejudice – some are willing but unsure how to adopt.
- Low savviness and high prejudice – mostly Late Majority and Laggards resisting adoption.

The absence of a strong Early Majority prevents adoption momentum from bridging between innovators and the mainstream workforce.

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2. Challenges for Company C to Cross the Chasm

(a) Missing Early Majority

The Early Majority is critical because they are pragmatic adopters who translate innovation into mainstream acceptance.

In Company C, their absence results in:

- Chasm is wide – Innovators' success stories do not convince the mainstream.
- Limited social proof – other departments do not see tangible benefits, so skepticism remains.

- Fragmented influence – innovators are isolated, and adoption is seen as niche rather than company-wide.

(b) Cultural Split

The organization is divided into "innovation islands":

- Departments with innovators experience rapid adoption and experimentation.
- Departments dominated by late majority or laggards remain resistant, creating misalignment.
- Collaboration and knowledge sharing are limited due to the cultural gap.

(c) Resource and Communication Gaps

- Training and support may be available in early-adopting departments but not company-wide.
- Communication about benefits is inconsistent; success stories remain department-specific.
- Peer networks are ineffective across the organization, slowing diffusion.

(d) Perceived Risk and Complexity

For the Late Majority and Laggards:

- BI is still seen as complex and risky, particularly without observable success in their immediate context.
- Triability is limited for these employees, reinforcing hesitation.

(e) Leadership Challenge

To bridge this chasm, management must focus on strategic deployment, cross-department support, and demonstrable business value.

Without targeted intervention, adoption will remain patchy and siloed, limiting organizational benefits.

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3. Adoption and Confirmation Behavior (Steps 3–5 in the Technology Decision Process)

Step 3: Decision

Adoption decisions in Company C vary by employee segment:

Employee Type	Step 3 – Decision
Innovators	Adopt immediately (H→H). They test features and experiment extensively.
Early Adopters	Adopt and attempt to promote adoption (H→H), but face resistance from missing Early Majority.
Early Majority	Mostly absent; those present hesitate or delay adoption (H→L).
Late Majority	Adopt reluctantly under managerial pressure (L→H) if prompted; otherwise, reject (L→L).
Laggards	Resist fully; reject adoption (L→L).

Step 4: Implementation

- Innovators and Early Adopters: Use BI actively, create dashboards, and refine processes.

- Late Majority / Laggards: Minimal or partial use; BI may be installed but not integrated meaningfully.
- Split Usage: Some departments show high engagement while others show almost none.

Step 5: Confirmation

- Innovators: Reinforce their adoption decision (H→H), continue experimentation, and generate local success stories.
- Early Adopters: Experience frustration; some confirm adoption, while others feel discouraged.
- Late Majority / Laggards: Confirm skepticism; revert to old processes or comply minimally.
- Overall confirmation is fragmented, reflecting the organizational split.

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4. Organizational Interpretation and Implications

(a) Organizational Profile

Company C represents Type (C):

- Adoption is bimodal with early adopters and laggards.
- The Early Majority is missing, creating a large chasm.
- The organization is split or siloed, with adoption confined to certain teams.
- Culture is partially innovative but unevenly distributed.

(b) Managerial Implications

Crossing the chasm requires targeted strategies:

1. Beachhead Deployment: Identify one pragmatic department to serve as a pilot for wider adoption.
2. Whole Product Approach: Provide comprehensive support including training, technical assistance, KPIs, and integration tools.
3. Pragmatist Influencers: Engage respected middle managers to advocate for BI adoption.
4. Observability and Communication: Show clear, tangible benefits across all departments.
5. Incremental Scaling: Expand adoption gradually, ensuring Early Majority-like behavior is supported.

Without these measures, BI adoption remains fragmented, and full organizational benefits are unrealized.