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Author(s)	永村, 竜也
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Description	Supervisor:内平 直志, 先端科学技術研究科, 修士 (知識科学)

Abstract

A study of the gap between actors in DX-related projects in Japanese companies

1910034 Eimura Tatsuya

In recent years, DX has been progressing around the world. Companies are aiming to promote DX by performing big data analysis while utilizing digital technologies such as AI and IoT. However, in promoting DX, Japanese companies are facing a variety of challenges. In particular, the number and complexity of the actors involved in executing DX-related projects is increasing, which in turn makes communication between actors more complex. In order to promote DX, this challenge is critical and need to be resolved. Therefore, this study examines the gap between actors in DX-related projects in Japanese companies. First, I identify the actors participating in DX-related projects in Japanese companies through a secondary survey. One data survey and three case studies are used for the secondary survey. Next, through interviews, I identify gaps in the organizational challenges that arise among the actors participating in the project. Ten interviews are conducted with key persons actually involved in the DX project. Finally, we examine the structure of the gaps among the actors through discussion. Specifically, I discuss the factors that cause the gaps and the relationships between the gaps. As a result of this research, I identify six actors who participate in the project: the business unit, the DX promotion department, the information system department, and the management of the user company; SE, technical sales, and data scientist of the vendor company. I also identify ten gaps between these actors, and seven factors that could cause the gaps. This study clarified the gaps among the actors and their structures, and what kind of gaps were caused by the knowledge and awareness of each actor.