

## **ABSTRACT**

The purpose of this research is to confirm the causal effect of digital organizational culture (DOC) and transformation management capabilities (TMC) on the digital transformation project effectiveness (DTPE). This study also aims to gain clarity regarding the effect of efficient technological competence acquisition (ETCA) on the relationship between DOC and TMC towards DTPE. To get to the answer, the authors conducted a quantitative survey involving large-scale manufacturing companies in Indonesia that have implemented their latest digital transformation project within the last 3 years. The questionnaire was distributed using the Quasi Snowball Sampling technique. 321 respondents filled out the questionnaire. Data were analyzed using SPSS v.26 software and the causal relationships and the mediation effect were tested using AMOS v.24 software. The results showed that DOC and TMC, as well as ETCA had a significant and positive effect on DTPE. The results also reveal that ETCA strengthens the effect of DOC and TMC on DTPE. These findings enrich the body of knowledge in the field of digital transformation management. The author also develops the I.M.P.A.C.T model. as a guide to perform the acquisition of efficient technological competencies for practitioners. In addition, the authors also develop the O.R.I.G.I.N model. as a guide for practitioners to go through the stages of digital transformation.

Keywords:

Digital Transformation, Manufacturing, Indonesia, Digital Culture, Competency Acquisition