

# A Conceptual Model for Small and Medium-Sized Enterprises to Manage Disruptive Innovation in the Digital Sharing Economy

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**Abstract:** *The effective management of change preparedness is of utmost importance in the context of the digital sharing economy. This is due to the intricate and challenging nature of the transition process for small and medium-sized enterprises (SMEs), despite the numerous advantages offered by the digital sharing economy. The SMEs require the utilization of the preparation readiness model to facilitate its implementation, particularly considering the inadequacies observed in the prior model. This paper presents a method of production for developing a conceptual model aimed at effectively managing change readiness (CMRA) in the context of the digital sharing economy, specifically focusing on small and medium-sized enterprises. The selection of the meta-analysis approach was chosen to develop the conceptual model. The techniques encompassed in this category encompass data extraction, adoption, combination, and adaptation. The present work has discovered seven fundamental characteristics within the CMRA conceptual model. These constructs have been formulated using a non-directional hypothesis. However, it is important to note that further validation of these constructs is necessary in future research endeavors. The study additionally defined the term CMRA and identified 23 sub-constructs. Through a structured, systematic, and transparent CMRA model conceptual development process that provides a practical foundation for future research, this research makes a knowledge significant contribution to the digital sharing economy literature.*

**Keywords:** change readiness; IS model, conceptual, meta-analysis

## 1. Introduction

The digital sharing economy has gained significant attention and prominence in recent years. (Gomes et al., 2021), but numerous challenges remain unresolved (Dillahunt et al., 2017). Numerous research endeavors have been undertaken to ascertain the key determinants that impact the level of success achieved in the implementation of the digital sharing economy. Consider the motivational studies conducted (Acquier et al., 2017; Böcker & Meelen, 2017; Davidson et al., 2018; Frenken & Schor, 2017; Zhenxing Mao, 2017), and (Hamari et al., 2016). Between the years 2016 and 2020, a total of 130 scholarly papers about motivational concerns were published on the reputable academic databases ScienceDirect and Ebsco (Lestantri et al., 2023). Conversely, a scholarly study that explores effective techniques for successfully implementing changes within the digital sharing economy is currently not yet widely discussed. Some publications, including (Hazée et al., 2020; Priyono et al., 2020), and

(Govindan et al., 2020), discuss digital sharing economy models but not how to transition from traditional business models to digital sharing economy models.

The adoption of a digital sharing economy business model is a topic of great interest in the field of Information Systems (IS) and holds particular significance for small and medium-sized enterprises (SMEs). This is because the digital sharing economy business model offers a viable solution for addressing the various limitations faced by SMEs, as highlighted by Govindan et al., (2020). These limitations include a shortage of skilled personnel (Kauffman & Naldi, 2020), and inadequate business facilities. Consequently, SMEs are required to shift their operations from conventional business models to a digital sharing economy framework that encompasses favorable principles such as the reduction of environmental impact, enhancement of social well-being, and provision of economic advantages (Acquier et al., 2017; Geissinger et al., 2020).

Assessing the preparedness for change is of utmost importance in efficiently overseeing the process of organizational or SME transformation (Project Management Institute, 2017) to mitigate potential risks. The evaluation of the requirement for modification in project management is crucial (Combe, 2014). To determine the preparedness for change, it is imperative to conduct a thorough assessment of many stakeholders, including people, business units, organizations, partners, and other pertinent entities (Combe, 2014). To effectively navigate intricate shifts, SMEs must take a proactive approach to managing change preparedness. The notion of readiness for change management has become widely discussed in the field of management and is acknowledged as a crucial component in the implementation of effective change management strategies (Combe, 2014). Further advice is necessary to cultivate preparedness in change management, as it is imperative for change management to be in sync with the requirements and benchmarks set by the organization's transformation (Project Management Institute, 2017)

## **2. Background**

A literature review is being conducted about a model related to the digital sharing economy implementation strategy. Several studies are in the literature about changing models and strategies for a digital sharing economy. In his research, Priyono et al., (2020) developed a strategy for implementing the digital sharing economy. The strategies presented fall under the umbrella of digital sharing economy adoption. Priyono et al., (2020) divide SME strategy into three parts based on the contextual circumstances of each SME by transforming their business models with the help of digital technology. First, SMEs with advanced digital maturity can transform as organizations become digital. Second, SMEs with liquidity issues but low digital maturity should only digital the sales department. Third, SMEs with limited digital maturity but significant social capital must seek out digitally capable partners. This research will be related to change readiness to be implemented based on the strategies chosen by SMEs for digital sharing economy adoption, but it will not directly lead to incremental change readiness. (Hazée et al., 2020) conducted another study. The qualitative exploration method was used in this study. With the proposed model divided into structured and unstructured components, this study generates a model that can answer the research problem. (Hazée et al., 2020) created a model for risk management. Because this research is qualitative and exploratory, a quantitative proposal is required to ensure further generalization. Furthermore, Govindan et al., (2020) offer suggestions for implementing the sharing economy business model. An industry-sharing business model, an economic mediator/trustee, and a digitalization strategy are among the recommended strategies. This model is expected to expand opportunities for small and

medium-sized businesses to adopt a shared economy, resulting in long-term development. It demonstrates the need for a comprehensive business model to guide SMEs through the digital sharing economy. To develop the mentioned model, a lengthy process of data extraction, synthesis-analysis, developing, and iteratively evolving key components related to the conceptual model of change readiness in the digital sharing economy for SMEs. This paper only discusses developing a Change Management Readiness Assessment (CMRA) conceptual model.

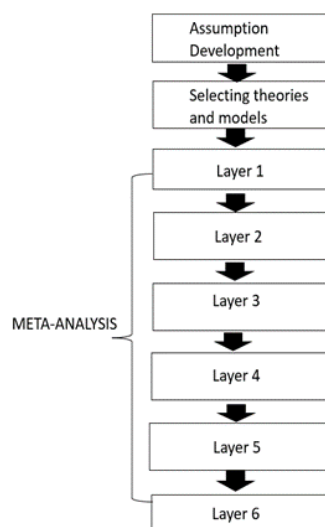
The objective of this study is to investigate the development of a conceptual framework for effectively managing organizational change preparedness within the digital sharing economy. This framework is specifically designed to enhance the likelihood of success for SMEs when adopting the business model of the digital sharing economy. This statement emphasizes the significance of the CMRA model, an IS model, in augmenting the capacity of SMEs to embrace the digital sharing economy business model. The research led to the formulation of the following research inquiry.

**RQ1.** How should the CMRA conceptual model for transforming SMEs into digital sharing economies be created?

The present paper is structured into five distinct sections, each serving a specific function. The initial segment presents an introductory overview that outlines the contextual framework and significance of the SMEs. Subsequently, the paper proceeds to provide a comprehensive overview of the background, followed by a detailed exposition of the employed research methodologies. The subsequent section summarises the findings and subsequent discussion. Ultimately, this paper provides a comprehensive overview of the principal discoveries and their wider ramifications.

### 3. Methodology

The research about the development of this model is segmented into multiple stages, as illustrated in Figure 1. The initial sub-stage of conceptual model creation involves formulating assumptions derived from a comprehensive assessment of relevant literature. The subsequent stage involves the selection of a frameworks and model. The next step is to go through each layer one by one as part of the meta-analysis approach.

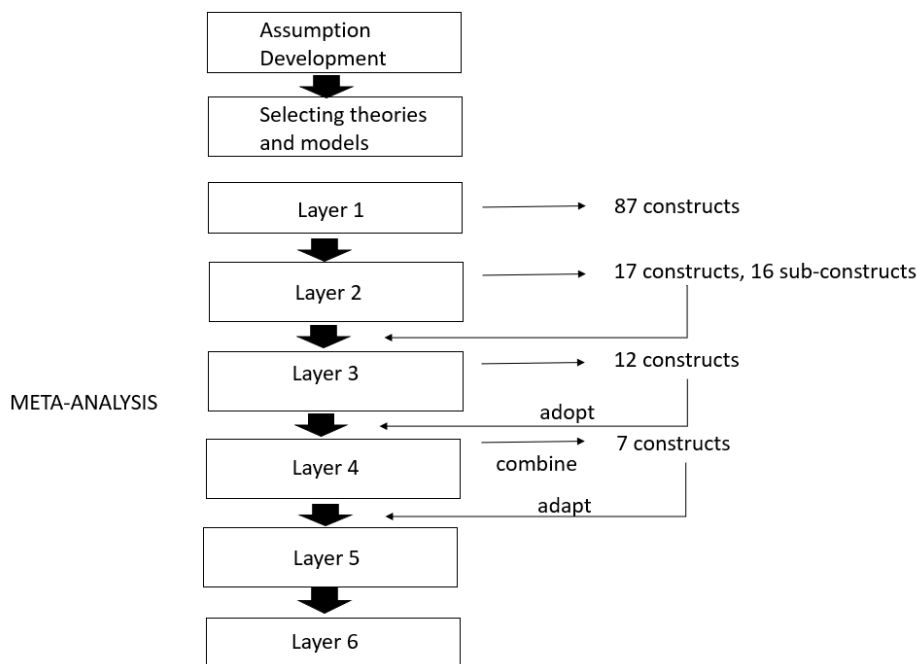


**Figure 1: Processing Steps**

Meta-analysis is a statistical methodology employed to aggregate and analyze data from diverse research including certain topics and models, to derive comprehensive conclusions or identify patterns. Meta-analysis is a valuable method within the framework of contextual model construction as it enables the synthesis of previous research findings and the identification of shared themes or correlations among variables. The process of extracting and synthesizing data from multiple studies to construct a comprehensive conceptual framework. The methods technique described below facilitates the integration of research data from many sources, allowing for the identification of shared themes, linkages, and components. Meta-analysis is a method employed by researchers to carefully examine and evaluate existing literature to discover and analyze significant concepts, variables, and correlations that are pertinent to the development of contextual models. This method enables a thorough comprehension of the constituent phenomena and aids in the establishment of a robust basis for a system of interconnected frameworks.

#### 4. Result and Discussion

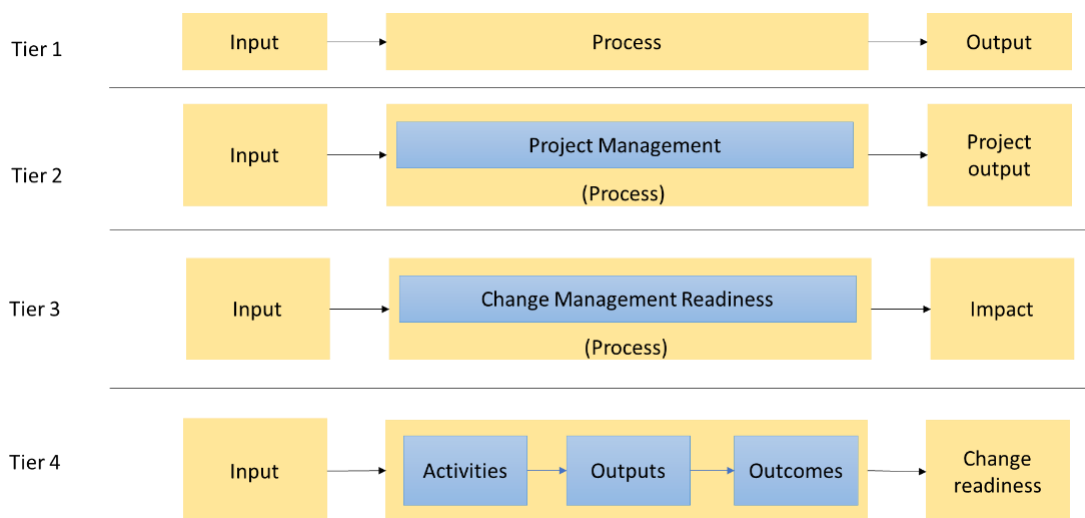
This section provides an overview of the methodology employed to address the research topic. The diagram shown in Figure 2 illustrates the sequential processes involved in the development of the CMRA conceptual model.



**Figure 2: Processing Steps Detail**

**Assumption Development:** When starting on the development of a conceptual model, it is imperative to possess a comprehensive understanding of the model itself and its intended purpose. Additionally, it is essential to be open to modifying the concept under development as deemed necessary. The investigators undertook a comprehensive assessment of existing literature to get a theoretical comprehension of the conceptual realm of change management readiness within the context of the digital sharing economy. The review facilitated the understanding of the concept and provided an overview of change management readiness within this particular setting.

The term change management readiness does not have a specific definition. An organization's capacity to plan for organizational change is typically referred to as change readiness (Combe, 2014) and change readiness may also be used as a measurement tool to determine how prepared an organization is to implement changes. The Change Life Cycle Framework that was introduced at (Thomas Luke, 2014) includes a critical stage that assesses the level of preparation for a change. The Project Management Institute's (2017) definition of project management encompasses a wide range of concepts. Also included in project management is managing changes from the existing conditions to the objective or ideal conditions (Project Management Institute, 2017). The presence of the project itself needs to be managed in such a way (Project Management Institute, 2017) that it minimizes the risk of failure (Combe, 2014). In the meantime, (Ibrahim, El-Zaart & Adams, 2017) assert that adopting the organization of the change requires much preparation due to its complexity, and the transition is an ongoing process that calls for careful attention to all of the necessary components. As can be seen from the above explanation, "change management readiness" does not have a single, universally accepted definition; instead, it refers to "the readiness for change to achieve something that can be applied to various fields," which in this instance refers to "the digital sharing economy." Referring to the material presented earlier, it is feasible to describe the basic concept for change management preparedness in the digital sharing economy using the Input-Process-Output (IPO) assumption to make the notion more readily understandable.



**Figure 3: The Basic Concept**

Figure 3 is explained as follows:

- i. Tier 1, The above graphic depicts the underlying assumptions of the IPO (Input, Process, Output) logic.
- ii. Tier 2, adhering to the IPO logic assumption, may be stated that project management represents the process, which requires the presence of input and creates output, project output.
- iii. Tier 3, change management preparedness is project management according to Project Management Institute (2017); therefore, change management is a process that requires input/resources with an output in the form of impact.
- iv. Change management encompasses transitions from the existing conditions to the desired conditions (goals), according to Tier 4 of the model (Project Management Institute, 2017). This statement refers to earlier research. According to (Ibrahim, El-Zaart & Adams, 2017), transformation is an ongoing process that requires paying attention to every component that is required. Therefore, this fourth layer illustrates the fundamental concept that will



be produced for the change management preparedness model used in the digital sharing economy. Preparation for change management is comprised of a set of activities that operate as indicators; more specifically, each activity will first provide its output, and then it will provide an outcome.

Based on the previously mentioned information, it can be inferred that the change management readiness assessment in the context of the digital sharing economy pertains to the assessment or measurement of an organization's preparedness for change within the digital sharing economy. This assessment is conducted through a series of sustainable and sequential processes, serving as an indicator of the organization's readiness to adapt to the digital sharing economy.

The assessment model functions as a mechanism for quantifying and evaluating the level of preparedness. Hence, it is imperative to ascertain the fundamental elements included in this matter. Venkatesh & Davis (2000) expanded the acceptance and use of theory in the model's development by incorporating both constructs in a combined model. Similarly, Sanchez & Zuntini (2018) combined four models to create an organizational digital readiness model, including the Five Forces Model, Value Chain Analysis, the Resource-based View, and Ecosystem Theory. According to previous research, adopting, combining, or adapting previous models is a standard model development practice in exploring new models. This study aims to create a holistic readiness model for organizational change toward a digital sharing economy while considering both internal and external organizational concerns. As a result of previous research, which was conducted by Sanchez & Zuntini (2018), previous research on digital readiness assessment (De Carolis et al., 2017) and the change model in the context of assessing change readiness towards a digital-based organization be an inspiration in developing the CMRA conceptual model. The approach was achieved by conducting theoretical research and construct development.

**Selecting frameworks and models**, this step to identify the constructs that are appropriate for change readiness to transition to a digital sharing economy. For this reason, it is necessary to explore related frameworks and models. This literature review aims to understand better change readiness and the factors that influence it. As a result, frameworks and models related to managing change readiness in organizations, such as (SMARP, 2020), including Kotter's Change Management Model, the McKinsey 7-S Change Management Model, the ADKAR Change Management Model, the Kübler-Ross Five Stage Change Management Model, Lewin's Change Management Model, Change Readiness, and the Project Management Body of Knowledge (PMBOK), are collected and analyzed to facilitate understanding (SMARP, 2020). Models for digital transformation readiness include material gathered in the context of digital transformation readiness. After analyzing the frameworks and models, the selected frameworks and models were obtained. A literature review on frameworks and models for change readiness and project management, change readiness models, digital transformation readiness models, and readiness models in various fields are done to identify the constructs that influence change readiness in the digital sharing economy. It is done to find out how to identify the constructs that influence change readiness in the digital sharing economy. It is decided to conduct a literature review on the frameworks (Combe, 2014); (Project Management Institute, 2017) change readiness models (Errida & Lotfi, 2020; Napier et al., 2017), readiness in digital transformation models (Chonsawat & Sopadang, 2020; De Carolis et al., 2017; Sanchez, 2017; Schumacher et al., 2016; VanBoskirk, 2016; Wulf et al., 2017) and readiness models in a variety of fields (Halpern et al., 2021; Kilani & Awad, 2017; Slater, 2018; Yusif et al., 2017). It should be noted that change readiness by Combe, (2014) was developed from PMBOK

(Project Management Institute, 2017). The conceptual development of the CMRA model refers to the basic concept of change readiness by Combe (2014) because it is conceptually more appropriate. However, PMBOK (Project Management Institute, 2017), is also the frameworks chosen to identify constructs considering the change readiness by Combe (2014) focuses on the internal organization, while the CMRA conceptual model is developed holistically, considering the external side. From the selected frameworks and models, an exploration was carried out on the components of each model, and 87 constructs were obtained.

**Layer 1**, In the chosen framework and model, scholars conducted an in-depth examination of the constituent components of each model, leading to the discernment of a total of 87 constructs. Subsequently, a total of 87 constructs were delineated to achieve a full understanding of each constituent component comprising the mentioned model. The procedure entailed elucidating the significance and attributes of each construct to establish a coherent conceptual framework. This detailed research offers significant insights into the diverse constituents that contribute to the overarching framework, facilitating a more profound understanding of the preparedness for change management in the digital sharing economy.

**Layer 2**, of the 87 constructs were grouped based on the same understanding and meaning of each construct that forms the model from the literature review. As a result, 17 constructs and 16 sub-constructs were formed. This grouping process helps classify similar constructs and facilitates analysis in describing change management readiness models in the context of the digital sharing economy. As such, this grouping provides a more organized and comprehensive view of the constructs that make up the conceptual framework.

**Layer 3**, the 17 constructs were further reviewed and analyzed. Initially, each construct was examined to determine its relevance to change management readiness in the digital sharing economy based on its defined characteristics. As a result, five constructs were found to be irrelevant. Following this thorough review and analysis, 12 constructs were identified as closely related to change readiness in the digital sharing economy. These twelve constructs include people, processes, technology, organizational systems, products, consumers, collaboration, physical resources, organizational culture, legal restrictions, government and industrial standards, and social and cultural aspects.

The twelve structures underwent a process of reconstruction in **Layer Four** through methods such as verification, thorough analysis, and integration across constructs. The current stage involves the validation and reconstruction of each construct and sub-construct. This process entails defining the constructs and sub-constructs that have been established, as well as grouping or merging them. Additionally, it includes checking out each construct and sub-construct about the measurement of change readiness within the context of the digital sharing economy. In addition, it is worth noting that the PMBOK places significant emphasis on the customization of project management approaches to suit the unique requirements of each endeavor (Project Management Institute, 2017). The seven constructs in this step encompass people, processes, technology, organizational systems, products, customers, and the external environment.

**Layer 5**, The seven key constructs are adapted. This research focuses on change readiness; therefore, establishing a conceptual model focuses on the readiness of each construct. They are people readiness, process readiness, technology readiness, organizational readiness, product readiness, consumer readiness, and external environment readiness, and they have been redefined. The seven identified construct descriptions can be seen in Table 1.

**Table 1: Constructs Description**

<b>Constructs</b>	<b>Description</b>
People readiness	People readiness refers to the level of preparedness exhibited by individuals, parties, or group members who are under the guidance or authority of a certain individual or entity. This readiness encompasses both internal factors, such as management and staff, as well as external factors, including experts, cooperative partners, and providers within the digital platform economy. The preparedness of people to engage with a digital sharing economy is influenced by activities that enhance their abilities, dedication, and trust to effectively do the required tasks and meet the requisite standards, hence facilitating their readiness for participation in a digital sharing economy.
Processes readiness	The preparedness processes encompass a series of interrelated activities and subsequent actions, encompassing both formal and informal. The activities and subsequent actions involve the extension of transition readiness activities to encompass the realm of the digital sharing economy. These endeavours are executed using project management, collaboration, and communication, while also emphasizing the importance of adhering to these established practices.
Technology readiness	Technology readiness refers to the state in which all resources that are associated with the utilization of technology, such as information and communication technology (ICT), the digital platform economy, and information linked to the business of the digital sharing economy, are prepared to facilitate the transition to a digital sharing economy.
Organizational systems readiness	The organizational system readiness explains how organizations function, coordinate in the digital sharing economy system, lead, and reasonably manage partnerships and resources by making rational use of all resources to achieve readiness for change in a digital sharing economy. Therefore, the organizational systems address issues about accountability, knowledge transfer, leadership styles, rewards, and cultural values.
Products readiness	Product readiness refers to both the readiness of goods and services, with goods products being defined as those manufactured for clients, considering the product's value, and accessible for trading in either physical or virtual form. In the meantime, service products are business products offered in a form that is not physical and are characterized by a value proposition oriented toward the consumer.
Consumers readiness	Consumer readiness refers to an organization's ability to respond satisfactorily to a customer who does business utilizing the digital services offered by a digital economic platform.
External Environment readiness	The readiness of the external environment refers to a condition that exists outside the relevant organization and is characterized by the presence of official regulations that either restrict or support activities. These regulations are enforced by the institution as part of a system of rules and guidelines designed for purposes, such as policies and permits for the use of technology and regulation-related digital sharing economy.

**Layer 6.** The next step is to identify the various factors that contribute to both the success and failure of the adoption of the digital sharing economy. The initial stage of the identification process involves gathering a selection of scholarly articles that encompass various aspects influencing the extensive acceptance of the digital sharing economy, as well as those impeding its proliferation. To understand the importance of change management readiness in facilitating the effective implementation of the digital sharing economy, it is necessary to examine the factors that contribute to its success as well as those that hinder its progress. Therefore, it is imperative to possess a comprehensive understanding of the determinants that facilitate triumph and impede progress while adopting the digital sharing economy.

The next step is to map the success factors and barriers to digital sharing economy adoption into seven key constructs. It involves iteratively. This mapping aims to see if the seven key constructs cover both success and inhibiting factors. The objective of the forthcoming CMRA model is to measure the preparedness of SMEs for the transition into the digital sharing economy. As a result, the inclusion of preparedness within each construct can encompass both



the components that impede progress and those that contribute to achievement. The indicators in each construct will be utilized to compute the coverage. Seven distinct constructs about the state of preparedness for change within the context of the digital sharing economy have been identified. The presence of the seven constructions or components is unaffected by other circumstances. As a result, the seven components can be identified as the seven important independent factors that exert an influence.

In layer 2, as mentioned above, the grouping process by considering the similarity of meaning and similarities, produces 16 constructs. The grouping process also resulted in 16 sub-constructs beyond the sub-constructs obtained previously in the literature review. The 16 sub-constructs include motivation, psychological, experience, knowledge, commitment, expectance, engagement, demography, beliefs, IT competencies, strategy, project management, change management, processes, policies, and procedures, communication, and data analysis.

The engagement, motivation, psychological experience, expectance, demography, knowledge (Yusif, Hafeez-Baig & Soar, 2017), Commitment (Combe, 2014; Slater, 2018), IT competencies (Napier et al., 2017; Schumacher et al., 2016; Yusif et al., 2017), Beliefs (Holt, 2017) are constructs of their models (Combe, 2014; Slater, 2018; Yusif et al., 2017). However, an analysis of the meaning and similarity of understanding, engagement, motivation, psychological factors, experience, expectancies, demography, knowledge, commitment, IT competencies, and beliefs can be regarded as sub-constructs that can be further scrutinized and elucidated.

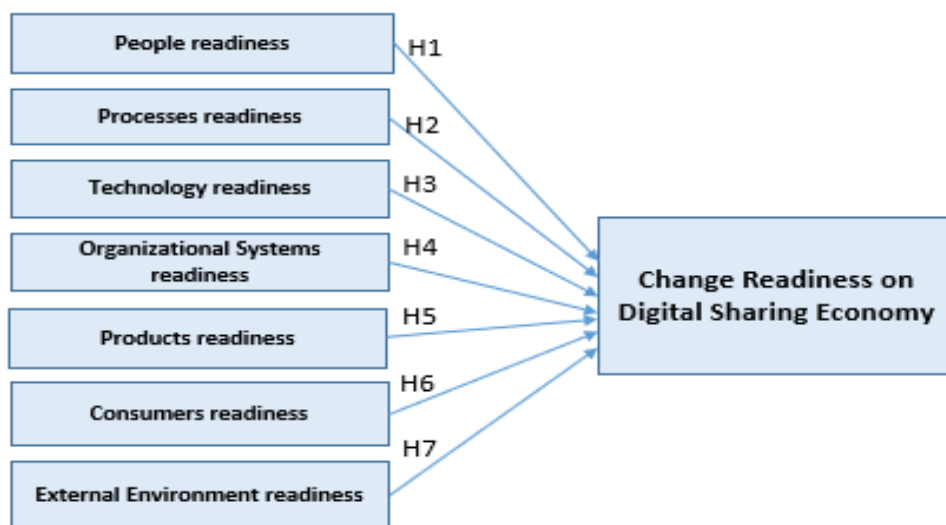
From this analysis, sub-constructs after analysis and decomposition into 5 sub-constructs, namely commitment, abilities, trust, project management, and data analysis. The five sub-constructs are mapped to the appropriate construct. However, PMBOK also states that the management of a project needs, in this case, change management in the digital sharing economy, to be adapted to the project's needs (Project Management Institute, 2017). Therefore, in addition to the five sub-constructs, it is necessary to review the literature on other sub-constructs that may become key sub-constructs for readiness for changes in the digital sharing economy. A literature review was conducted to understand the nature of this process and its relationship to readiness for change, and how it can be measured using the maturity readiness for change indicator on the digital sharing economy. The change readiness model was identified through an analysis of an extensive literature review on the area of change readiness and digital transformation and its relationship to change readiness. Articles were identified through computer searches of published databases related to models of change readiness, digital transformation, and the application of transformation to other fields.

The conceptual framework for the change readiness model on the digital sharing economy is built from a review and analysis of the literature. From the review, analysis, and classification related to constructs, 7 important constructs emerge for readiness for changes in the digital sharing economy. namely people readiness, processes readiness, technology readiness, organizational systems readiness, product readiness, consumer readiness, and external environment readiness. The seven key constructs of the change readiness model are decomposed to determine the sub-constructs in this study for each level of change readiness. 23 sub-constructs were identified, which can be seen in Table 2. Next, an operational definition is carried out.

**Table 2: List of Sub-constructs**

Constructs	Description
People readiness	<ul style="list-style-type: none"> <li>• Internal parties (Combe, 2014; Project Management Institute, 2017)</li> <li>• External parties (Combe, 2014);</li> <li>• Commitment (Combe, 2014; Project Management Institute, 2017)</li> <li>• Abilities (Combe, 2014; Yusif et al., 2017)</li> <li>• Trust (Holt, 2017).</li> </ul>
Processes readiness	<ul style="list-style-type: none"> <li>• Project management (Combe, 2014);</li> <li>• Collaboration (Combe, 2014);</li> <li>• Communication (Combe, 2014; Project Management Institute, 2017)</li> </ul>
Technology readiness	<ul style="list-style-type: none"> <li>• ICT (Combe, 2014);</li> <li>• Platform digital economy (Hu, Y.-L. Liu, et al., 2019)</li> <li>• Digital sharing economy business information_(Wulf, Mettler, &amp; Brenner, 2017)</li> </ul>
Organizational systems readiness	<ul style="list-style-type: none"> <li>• Accountability (Combe, 2014)</li> <li>• Knowledge transfer</li> <li>• Leadership style</li> <li>• Culture value (Combe, 2014; Napier et al., 2017)</li> <li>• Rewards (Combe, 2014)</li> </ul>
Products readiness	<ul style="list-style-type: none"> <li>• Proposition Values (Bae &amp; Koo, 2018)</li> <li>• Quality (Bae &amp; Koo, 2018)</li> </ul>
Consumers readiness	<ul style="list-style-type: none"> <li>• Consumer orientation (Wulf, Mettler &amp; Brenner, 2017)</li> <li>• Consumer agility (Wulf, Mettler &amp; Brenner, 2017)</li> </ul>
External Environment readiness	<ul style="list-style-type: none"> <li>• Business conduct in the digital sharing economy (Project Management Institute, 2017)</li> <li>• Regulations related to security (Project Management Institute, 2017)</li> <li>• Regulation of Employment (Project Management Institute, 2017)</li> </ul>

Figure 4 depicts the conceptual model of the CMRA within the context of the digital sharing economy. Figure 4 also shows the procession and causal dimensions in developing the model to formulate the seven hypotheses. The seven key components identified and formed the conceptual model with the non-directional hypotheses H1, H2, H3, H4, H5, H6, and H7 in Figure 4.



**Figure 4: CMRA Conceptual Model**

The description also explains how the conceptual advancement of the CMRA model, as a novel model, can be undertaken through the use of a meta-analysis method. This approach encompasses the processes of synthesis, amalgamation, adoption, and adaptation. The identification of the seven components was achieved by a synthesis of Change Readiness as proposed by Combe (2014) and the Project Management Body of Knowledge (PMBOK) by the Project Management Institute (2017). Additionally, two additional constructs, including products (Wulf et al., 2017) and consumers (Plewnia & Guenther, 2018), were incorporated into the framework. A meta-analysis approach was used to identify constructs for the conceptual development of the CMRA model by considering relevant frameworks and models in an exploratory study to increase the author's understanding. The proposed methodology in developing the CMRA conceptual model contributes knowledge to this study. Furthermore, the systematic and transparent process of developing the CMRA conceptual model establishes a solid foundation, instills confidence, and adds value to future learning (Eddy et al., 2012)

#### 4. Conclusion

The digital sharing economy has interested researchers and practitioners for decades. Nevertheless, the implementation of the digital sharing economy encountered several challenges and raised several concerns throughout the process of transitioning to this new economic model. The researcher employs a meta-analysis approach to develop a conceptual model of CMRA, which involves the utilization of defined, adapted, merged, and modified words. During the formulation of the CMRA conceptual model, a total of seven fundamental constructs were found and subsequently specified. These constructs encompassed many aspects such as people readiness, processes readiness, technology readiness, organizational readiness, products readiness, consumers readiness, and external environment readiness.

On the other side, the underlying assumptions in model construction, research technique, methodology selection, and researcher comprehension can limit the models that are generated. Differences in methodology and knowledge can result in distinct models. Further research must account for research limitations. It is critical to recognize that any model has limitations and that future studies may expand on these constraints to understand better and use the produced model.

Follow-up studies, such as validation and case studies to pilot the conceptual framework, are required for this project. It should be mentioned that thorough and transparent model creation and validity testing guarantees credibility and lays the groundwork for trust in the final model.

On the other hand, the underlying assumptions in model development, research procedure, methodological selection, and researcher comprehension can limit the developed models. Different models might come from differences in methods and expertise. Research limitations must be considered in future studies. It is vital to recognize that each model has limitations, and that future research may expand on these constraints to understand better and utilize the model developed.

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