JCC jogjakarta communication conference

Analysis of Social System Innovation in Digital Transformation of Kotakmedia Indonesia: The Perspective of Innovation Diffusion Theory

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ABSTRACT

Keywords

Social System; Diffusion of Innovation;

Digital Transformation; Innovation

In the context of digital transformation, the role of social systems is becoming increasingly significant as technological change often requires cross-functional collaboration, cultural adaptation and managing resistance to change. However, many organizations face challenges in managing their social systems during the digital transformation process. This research aims to explore how the social system in Kotakmedia Indonesia plays a role in the process of adopting innovations that occur in a structured manner during its digital transformation. The method used in this research is a case study with a qualitative approach. The informants in this study used purposive sampling technique with data collection techniques using in-depth interviews and observations. The results showed that the success of innovation adoption depends on interactions between individuals and organizational collaboration. In the innovation diffusion process, the role of opinion leaders and internal communication mechanisms contribute to the acceleration of innovation adoption. An organizational structure that supports innovation diffusion allows innovation adoption to run more systematically. Innovators and early adopters act as the main motors of innovation, while the majority group tends to follow after seeing initial success. In the context of the social system, factors such as social structure, system norms, the role of leaders, and change agents are interconnected in determining the success of innovation adoption at Kotakmedia Indonesia.

1. Introduction

The phenomenon of digitalization that has increased significantly has increased the use of technology to support business processes. In streamlining business processes, the application of digitalization in companies is used to improve companies in the ongoing global economic competition. Various manual and offline-based processes have begun to be abandoned by several companies. In this case, in order to continue to survive in a competitive situation, companies are required to improve quality to be more reliable than other competitors (Kristiyono & Nurrosyidah, 2021). In its implementation, one of the steps taken by the company is to undergo digital transformation.

Digital transformation has become an urgent need for companies in the technology-based era, with technological advances many companies have begun to integrate digital innovations to improve operational efficiency, expand markets, and provide better customer experiences (Morakanyane et al., 2017). However, in the process companies also often experience difficulties so that they cannot transform as expected due to the high complexity and risks that will be faced. Apart from high complexity, social and organizational factors are also often the reason for the failure of a system (Chou et al., 2014).

Social factors here can be interpreted as factors from human resources which are a challenge in themselves, because there are aspects that affect the behavior of one stakeholder to another. In the theory of diffusion of innovation, during the process of adopting technology there is involvement between culture, structure and patterns of social interaction within the company or organization. One of the characteristics of innovation that affects it is the social system that will affect the success of a company's digital transformation. The social system in the organization includes relationships between individuals, prevailing norms, and communication structures that support interactions. As part of the innovation diffusion theory introduced by Rogers (2003), the social system plays an important role in determining the extent to which an innovation can be adopted and disseminated. Rogers explains that the success of innovation diffusion is not only determined by the characteristics of the innovation itself, but also by the social dynamics that exist in the system. Starting from the innovator, the innovation is passed on to other users until it becomes commonplace and accepted as part of productive activities in a social system.

Kotakmedia Indonesia is a creative digital agency established on April 2010, the company is located at Jalan Palagan, Sleman, Yogyakarta. Initially, the company focused on web development and computer repair services, later expanding its scope to social media management, the company began operating as a digital agency and was trusted by various clients from various business sectors. In the same year, Kotakmedia Indonesia rebranded as part of its digital transformation strategy. Kotakmedia Indonesia was chosen as the main topic of this research because the company is clear evidence that businesses in Indonesia are able to adapt to the increasingly dynamic development of digital trends. As such, this research aims to explore how the social system within the company plays a role in the innovation adoption process that occurs in a structured manner. Kotakmedia Indonesia's decision to transform into a creative digital agency is considered the right strategic move. The digital transformation undertaken by Kotakmedia Indonesia is interesting to study because it not only reveals the pattern of innovation diffusion in the digital business ecosystem, but also highlights the role of organizational cultural change and technological adaptation in achieving long-term success. This analysis uses the perspective of innovation diffusion theory to understand how the social system in the company supports the digital transformation process. This study is expected to provide insights for other companies that want or are undergoing digital transformation, as well as enrich the literature on the application of innovation diffusion theory in the digital creative industry sector.

In the context of digital transformation, the role of social systems is becoming increasingly significant as technological change often requires cross-functional collaboration, cultural adaptation and managing resistance to change. However, many organizations face challenges in managing their social systems during the digital transformation process. For example, resistance to change often arises from uncertainty or fear of losing roles in the new organizational structure (Vakola & Nikolaou, 2005). In addition, communication gaps between management and employees can hinder the dissemination of information related to digital innovations. Therefore, understanding how social systems affect innovation diffusion is an important step in designing an effective digital transformation strategy. Innovation diffusion comes from two words: diffusion and innovation. Innovation diffusion is the process by which an innovation is communicated within a certain period of time and through certain channels among members of a social system and can be considered as a structured process of social change that has social system functions.

a. Innovation, which refers to an idea, action or product that is perceived as new by an individual. The novelty of innovation is subjective and judged based on the perception of the individual receiving it.

b. Communication channel, the medium used to convey the innovation message from the source to the recipient. If the purpose of communication is to introduce innovations to a wide audience, mass media is a more effective and efficient choice. However, if the goal is to change individual attitudes or behaviors in a more personal way, interpersonal communication is more appropriate.

c. Timeframe, is the decision-making process related to innovation, starting from the stage of recognizing innovation to deciding to accept or reject it. The time dimension in innovation

diffusion is seen in several aspects, such as the innovation decision process, a person's innovative level (whether faster or slower in accepting innovations), and the speed of innovation adoption in the social system.

d. Social system, a group of units that interact and work together to solve problems and achieve common goals. The diffusion process takes place within a social system whose structure can influence the way innovations spread. Understanding the social system is very important in the context of innovation diffusion.

The diffusion process plays a crucial role in social change, where the adoption or rejection of new ideas can lead to changes in practices, norms, and behavior patterns in society (Sinaga & Fauzi, 2024). Overall, innovation diffusion theory explains how an innovation is accepted and implemented in a group by providing a framework that describes the process. The speed of innovation adoption is divided into five categories of adopters (Putri Vidiastuti et al., 2023) In adopting an innovation, the five categories of adopters have different ways and characteristics, namely:

a. Innovators, are individuals or groups who have the courage to seek and try new ideas. They are ready to face risks and uncertainties in adopting innovations. This group usually has a high interest in new developments and is not afraid to be the first to implement changes.

b. Early Adopters, are individuals or groups who adopt innovations faster than the majority of members in the social system. They have a strong connection with the surrounding environment and are often a reference for others who want to understand or try the innovation. Because of their strategic position, early adopters play a role in accelerating the spread of innovations in the social system.

c. Early Majority, although the early majority has good social interactions in the system, they do not act as opinion leaders like early adopters. However, their interpersonal connections remain influential in the innovation diffusion process. They are generally more cautious in adopting innovations and will implement them after seeing evidence of success from early adopters.

d. Late Majority, this group tends to be skeptical of innovations and will only implement them after most members of the social system have used them. They need social pressure or encouragement from the environment, such as economic factors and influence from peers, before finally deciding to adopt innovations.

e. Laggards, are the group that is most reluctant to accept innovations. They tend to maintain old ways and strongly consider past experiences before making decisions. Their social interactions are limited to groups that also uphold traditions, so they take the longest time to accept or adopt new innovations.

In the process of innovation diffusion, social changes will occur in the structure of the social system in an organization or company (Kartikawati, 2019). A social system will be communicated through certain channels over time through communication messages, then this process makes information spread to each other to achieve common goals. While outside of the innovation diffusion theory, in general, the social system itself consists of several human activities, namely interacting with each other, making contact, and communicating with other humans with certain patterns. According to Garna in (Serah, 2021) a social system is a set of social roles or social groups that interact with the same values, norms, and goals. The social system consists of various units that have different functions but work together to solve problems to achieve goals, there are four main factors that influence the decision-making process related to innovation in a social system. These include social structure, system norms, the role of leaders, and change agents.

a. Social structure refers to the pattern of relationships formed within a system. The existence of this structure creates order and stability in the behavior of individuals in a particular social system. In addition, social structure also describes the interactions between members in the system. Examples can be found in the organizational structure of a company or in the social

makeup of an indigenous community. Social structure can be a factor that accelerates or hinders the spread of innovation in the system.

b. System norms are standards or patterns of behavior that are accepted by all members of the social system and serve as guidelines for interaction. This norm can also be an obstacle in accepting new innovations, depending on the extent to which the innovation is compatible with the values or beliefs held by the people in the system. If an innovation is considered contrary to the prevailing norms, then its acceptance in the social system can be more difficult.

c. The role of leaders or opinion leaders refers to influential individuals in a social system who can informally influence the attitudes of others. These leaders can be either supporters of innovation or opponents of it, whose attitudes and behaviors are often followed by their followers. Thus, the presence of opinion leaders plays an important role in determining the success of an innovation in a social system.

d. Change agents are individuals who have influence in their social system and are tasked with encouraging acceptance of innovations. Unlike opinion leaders who are informally influential, change agents usually have official or formal assignments given by certain clients or institutions to influence people in their social system. Typically, change agents are individuals who have received specialized education or training in order to effectively carry out their role in introducing and disseminating innovations.

Before an innovation is accepted by the majority of members of a social system, there are influential individuals who act as gatekeepers or filters of innovation before it spreads in the social system. Members of the social system who are open to new ideas usually experience changes in their insights, views and attitudes before finally changing their behavior. Latently, social systems have mechanisms to maintain existing patterns and rules, as well as the ability to repair themselves in the event of external disturbances. When innovations successfully enter and are accepted by members of the system, this can affect and even change the social structure. However, the social structure can also be an obstacle to the acceptance of new ideas. Some of the main components in the innovation diffusion process include: members of the social system as recipients of innovations, the role of reform agents in introducing innovations, community leaders as a source of spreading new ideas and communication channels used in the diffusion process.

There are previous studies that discuss the same thing as the author, namely "Social System Analysis of the Adoption of Environmental Sustainability Innovations" by Rahmi Winangsih (Winangsih, 2018). This research discusses the Serang City Government which spreads the diffusion of environmental sustainability innovations using the PHBS program. This research was conducted by observing the suitability of the social system as the initial cause of the innovation adoption process. This research shows that innovation adoption is still difficult in Serang City because at the knowledge stage, the social system and social system sources are considered not optimal in contributing. This research analyzes more about how the social system influences the adoption of innovations in the people of Serang City.

Then the second previous research that has the same topic as the author is, "Implementation of Diffusion of Innovations in Social Systems Related to the Use of E-Ticketing as a Replacement for Cash Payments and Queuing Systems" by Lasmery Rosentauly Maissalinya Girsang and Ilona Vicenovie Oisina Situmeang (Girsang & Situmeang, 2014). This study discusses how the implementation of the diffusion of innovation in social systems related to the use of e-ticketing as a substitute for cash payments and queuing systems. This research was conducted by conducting a survey and showed that there was a relationship between the diffusion of innovation, adapter grouping and adoption behavior. This research also shows that adopting behavior is in the last stage of adaptation which means that it has new behavior in accordance with knowledge, awareness and attitudes towards a diffusion of innovation.

2. Method

This research uses a type of qualitative research with a case study approach. Qualitative research itself is research used to examine human problems and their environment. Qualitative research is research that is carried out by discussing certain aspects in depth and is usually in the form of descriptions that are structured and systematic. The purpose of this research itself is to explain a phenomenon that occurs around completely and in detail (Subandi, 2011). This research uses data collection techniques through observation and in-depth interviews with Kotakmedia Indonesia Indonesia owners and employees.

In selecting informants in this study, purposive sampling technique was used, which is a sample selection method by considering certain criteria in it. The main informant criteria chosen in this study are: someone who has in-depth knowledge related to the history of the establishment of Kotakmedia Indonesia Indonesia and is directly involved in the transformation process of Kotakmedia Indonesia Indonesia. The research will be more accurate with additional informants, namely someone who has been part of Kotakmedia Indonesia Indonesia for the past 5 years. Then the data obtained will be processed using the Miles and Huberman analysis model, namely with three stages of qualitative data analysis in the form of data reduction, data presentation, and conclusion drawing.

3. Result and Discussion

Digital transformation at Kotakmedia Indonesia Indonesia can be analyzed using the theory of innovate on diffusion in the context of social systems, where the success of innovation adoption depends on interactions between individuals and collaboration within the organization. Kotakmedia Indonesia Indonesia as a social ecosystem implements innovation through a clear structure, organized division of tasks, and a unified vision within the team. The social system in the diffusion of innovation at Kotakmedia Indonesia shows an organizational structure that adopts open communication, but still maintains a hierarchy in strategic decision-making. Innovations generally start from management before being distributed to various divisions for implementation. Nonetheless, each team has the freedom to explore new ideas in line with digital trends. Creative and social media teams are often the main source of innovation as they interact directly with audiences and understand the dynamics of trends across platforms. In addition, the presence of opinion leaders within the company also accelerates innovation adoption, where individuals with experience and a track record of success more easily influence collective decisions within the team.

In the process of innovation dissemination, Kotakmedia Indonesia Indonesia implements a systematic communication mechanism through regular meetings and periodic internal discussions. The digital marketing team actively screens the latest industry trends and evaluates innovations that can be implemented. A small-scale testing strategy is also implemented before the innovation is expanded across platforms to ensure its effectiveness. However, in the process of innovation diffusion, the company faced several challenges, such as difficulties in harmonizing understanding between teams and the difference in perspective between creativity and business needs. Some team members tend to be more comfortable with conventional working methods, so an educative approach and concrete evidence of the benefits of innovation are needed before it can be fully adopted.

The adoption of innovations at Kotakmedia Indonesia Indonesia is done gradually to avoid resistance and ensure the team's readiness for change. Flexibility in implementation is a major factor in determining the success of innovation, where the company ensures training and support before implementing large-scale changes. In addition to internal factors, external influences such as global trends and changes in digital platform algorithms are also factors that affect the speed of innovation adoption. Data analytics teams play an important role in adjusting strategies based on algorithm developments as well as emerging trends in the industry. With a data-driven approach, companies can be more adaptive in dealing with digital dynamics and ensure that every innovation implemented has an optimal impact on business effectiveness. In the spread of innovations that take place in a complex manner, effective networks and collaboration are needed (Agusta et al., 2021). From Rogers'

theory, there are several factors that influence the spread of innovation diffusion which will be linked to Kotakmedia Indonesia's digital transformation process, including:

a. Knowledge of Innovation and Reinvention Factor

The level of organizational awareness of an innovation is highly dependent on the extent to which individuals within the organization understand and adapt the innovation. In the context of Kotakmedia Indonesia, knowledge of innovation reflects how the team understands the difference between regular content and advertising content, as well as the integration strategy of various digital p latforms. This awareness of innovation allows employees to more quickly adopt changes in digital marketing strategies, improve efficiency, and create more optimal results. Reinvention, or adjusting innovation, is also important in the face of changing algorithms and digital trends. Every employee should have the flexibility to adapt marketing strategies to new approaches. In the adopter category, innovators and early adopters are often instrumental in creating and disseminating these innovations within the organization. Those in the early majority and late majority tend to need more encouragement from the work environment as well as ongoing training to fully adopt the changes.

b. External Accountability Factor

External accountability describes the extent to which the organization is responsible for the external environment and how strategies are implemented to maintain the sustainability of innovation. Kotakmedia Indonesia as a digital agency must ensure that the innovations they implement are not only beneficial internally, but also have a positive impact on their clients and audiences. In the context of innovation diffusion, early adopters and early majority play an important role in bridging communication between innovators and the wider group. They are often the ones who ensure that the innovations implemented are aligned with market needs and provide constructive feedback for further adjustments. With external accountability, organizations can ensure that their innovations remain relevant and sustainable in the long run.

c. Organizational Structure Factor

A good organizational structure is indispensable in supporting innovation diffusion, especially since the organization consists of various interconnected subsystems. This structure allows innovations to be implemented in a systematic and coordinated manner. In Kotakmedia Indonesia, the organizational structure reflects a clear division of tasks between the central team, design division, content creator division, and operator team. Each division has a specific role in ensuring the digital campaign runs smoothly and produces the expected results. Innovators within the company are responsible for creating new ideas, while early adopters help in testing and disseminating the ideas into the organizational system. Early majority and late majority ensure that the innovation is widely implemented, while laggards, although slow to adopt changes, still have a role in maintaining stability in the implementation of innovations.

By understanding how innovations are received and applied in social systems, Kotakmedia Indonesia can effectively maximize the diffusion of innovations. The combination of theoretical understanding and real implementation in the company enables digital transformation that not only runs smoothly but can also have a long-term impact on business sustainability and competitiveness in the creative industry. In the theory of innovation diffusion proposed by Everett Rogers, there are five categories of adopters who play a role in the process of adopting an innovation in a social system. These five categories, namely innovators, early adopters, early majority, late majority, and laggards, play a role in determining the extent to which innovations can be accepted and implemented in an organization. In the context of digital transformation at Kotakmedia Indonesia, these adopter categories can be identified based on their role in the organization and how they respond to the changes and innovations introduced.

1. Innovators

    Innovators are individuals or groups within the organization who first introduce innovations. They are characterized as individuals who are risk-takers, love challenges, and have economic capabilities that support the exploration of new technologies or methods. In the case of Kotakmedia Indonesia, these innovators can be identified as the management team and key leaders in the organization who act as the main drivers of digital transformation. Kotakmedia Indonesia implemented various innovations in its digital strategy, including the use of multi-platforms for marketing, the utilization of digital technology to improve customer engagement, and the implementation of a data-driven content strategy. The innovators in the organization are those who drove the use of platforms such as TikTok for initial exposure, followed by the use of Instagram and WhatsApp for customer conversion and retention. They are also responsible for setting the direction of innovation, crafting digital marketing strategies, and creating an environment that supports the adoption of innovation by other teams.

2. Early Adopters

    Adopters are individuals who are quick to adopt innovations after seeing their potential and benefits. They often act as opinion leaders in the social system and have a great influence on organizational decisions in implementing innovations. In the context of Kotakmedia Indonesia, early adopters are the creative and digital marketing teams who immediately implement the new strategies introduced by the innovators. For example, after Kotakmedia Indonesia's management established a multi-platform-based digital marketing strategy, the creative and digital marketing teams quickly adapted this change. They began developing content that suited the characteristics of each platform, such as creating more interactive and viral content for TikTok, and more brand loyalty-focused content for Instagram. They also started implementing storytelling strategies in digital advertising, ensuring that each campaign has a strong and compelling USP (Unique Selling Point). Early adopters also play an important role in educating other teams on the benefits of the innovations they adopt. They act as a bridge between innovators and the next category of adopters, the early majority, by providing tangible evidence that the innovation is effective and worthy of wider implementation.

3. Early Majority

    Early majority is a group that is more cautious in adopting innovations. They do not immediately accept changes, but will consider carefully before implementing them. They tend to adopt innovations after seeing that the innovation has been successfully implemented by early adopters and provides positive results. At Kotakmedia Indonesia, the early majority category consists of the content production team, the social media operator team, and the customer service department who began adopting changes after seeing the success of digital strategies that had been implemented by early adopters. For example, after the multi-platform-based digital marketing strategy began to show positive results in increasing customer engagement and conversion, the content production team began to adapt their way of working to this new strategy. They began to focus more on creating content that was not only engaging, but also suited to the target market on each digital platform. Social media operators also began to implement more efficient traffic management systems, such as ensuring that messages from audiences on WhatsApp are followed up immediately to generate conversions. With the adoption of innovations by the early majority, the digital transformation strategy at Kotakmedia Indonesia is increasingly taking root and becoming part of daily operations.

4. Late Majority

    Late majority is a group that is more skeptical of innovation and tends to adopt changes only when the majority of the organization has implemented it and shown real

success. They usually need more evidence as well as encouragement from other parties before finally adopting innovations. At Kotakmedia Indonesia, the late majority group can be found in more conservative divisions, such as administration, finance, and technical teams that are more accustomed to conventional ways of working. They only started adopting digital transformation strategies after seeing that the new approach had been widely accepted within the organization and was delivering significant results. For example, in the implementation of a data-driven marketing strategy, administration and finance teams may initially be reluctant to adopt more complex digital analytics systems. However, after seeing that data collected from various digital platforms can provide better insights in budget planning and marketing campaign evaluation, they eventually began to accept and use this innovation. Similarly, technical teams may initially be hesitant in optimizing digital algorithms for increased engagement, but eventually follow the trend once it is proven to be effective.

5.   Laggards

Laggards are the most difficult group to accept innovation and often resist change for as long as possible. They usually consist of individuals who rely heavily on old methods and are reluctant to adapt to new technologies or strategies. In social systems, this group will only adopt innovations if they really have no other choice or if the innovation has become an industry standard. In the case of Kotakmedia Indonesia, laggards may consist of some individuals within the organization who are still comfortable with traditional ways of working and lack faith in the effectiveness of more modern digital strategies. They tend to rely more on conventional marketing methods, such as print advertising or word-of-mouth marketing, and are reluctant to use digital platforms to reach a wider audience. However, with major changes in the creative industry landscape, these laggards will eventually have to adjust. To speed up the adaptation process, Kotakmedia Indonesia can take a more persuasive approach, such as providing customized training, showing data on the success of digital strategies, and ensuring that each team member gets the support needed to gradually adopt innovations..

Digital transformation in Kotakmedia Indonesia can be analyzed through the theory of diffusion of innovations and social systems. A social system is communicated through certain channels over time, where information is spread between individuals to achieve a common goal. In a social system, interaction, communication and engagement between members are important aspects in ensuring that innovations can be widely accepted and adopted. According to Garna in (Serah, 2021) a social system consists of social roles that interact based on common values, norms, and goals. This system involves various units with different functions that work together to achieve common goals, and there are four main factors that influence innovation adoption, namely social structure, system norms, leader roles, and change agents (Rogers, 2003).

a.   Social Structure

Social structure refers to the pattern of relationships that form within the system and create order and stability in individual behavior. In the context of Kotakmedia Indonesia, the organizational structure, which is divided into various divisions-the central team, design team, content creator team, and operator team-facilitates coordination in the implementation of digital innovations. A good structure allows innovations to spread faster, where innovators and early adopters act as the main drivers of change, while the early majority and late majority adopt it after seeing its effectiveness.

b.   System Norms

System norms are accepted guidelines for behavior in a social system and serve as a benchmark for interactions between its members. In organizations such as Kotakmedia Indonesia, the norms applied relate to flexibility in dealing with

algorithm changes, understanding digital audiences, and continuously improving HR competencies. However, in some cases, established norms can become barriers to innovation if changes are perceived to be too drastic or incompatible with the established work culture. Therefore, leaders at Kotakmedia Indonesia need to adjust innovation strategies to remain compatible with the prevailing norms in the organization.

c. The Role of Opinion Leaders

Leaders in the social system have a major role in influencing innovation adoption. They can be supporters or inhibitors of innovation, depending on their attitudes and acceptance of change. In Kotakmedia Indonesia, opinion leaders can be project managers or division leaders who have influence over digital innovation adoption decisions. They often act as early adopters who ensure that new strategies can be effectively implemented before they are adopted by the majority of organizational members.

d. Change Agents

Change agents are individuals who have a specific task to encourage the acceptance of innovations in their social system. In Kotakmedia Indonesia, a change agent can be a digital strategy team that develops and implements digital transformation in various aspects of the business. They are responsible for providing training, developing data-driven marketing strategies, and ensuring that innovations are properly implemented across divisions. The existence of change agents allows innovations to be more easily accepted by the early majority and late majority groups who tend to need tangible evidence before adopting changes.

4. Conclusion

From the discussion that has been done, it shows that the success of innovation adoption depends on interactions between individuals and organizational collaboration. With a clear structure and open communication, there is a link between coordination effectiveness and successful implementation of innovations. Hierarchy in strategic decision-making also plays a role in ensuring that innovations are implemented gradually and purposefully. In the process of innovation diffusion, the role of opinion leaders and internal communication mechanisms contribute to the acceleration of innovation adoption. This means that the stronger the influence of opinion leaders in the organization, the faster the innovation can be accepted by various divisions. Some of the main challenges in digital transformation at Kotakmedia Indonesia, such as difficulties in aligning understanding between teams and differences in perspective between creativity and business needs, show that there is a relationship between organizational culture and innovation readiness. The more open an organization's culture is to change, the easier innovation is to implement. Therefore, an educative approach and concrete evidence are needed for innovation adoption to run more smoothly. External factors such as changes in digital platform algorithms and global trends also affect the speed of innovation adoption at Kotakmedia Indonesia. This shows that there is a close relationship between industry dynamics and a company's flexibility in dealing with change.

An organizational structure that supports the diffusion of innovations allows the adoption of innovations to run more systematically. With the existence of adopter groups such as innovators, early adopters, early majority, late majority, and laggards, there is a link between the level of acceptance of innovation and the effectiveness of implementing change in the organization. The innovators and early adopters act as the main motors of innovation, while the majority group tends to follow after seeing initial success. In the context of social systems, factors such as social structure, system norms, the role of leaders, and change agents are interconnected in determining

the success of innovation adoption. A clear social structure enables better coordination, while system norms that support innovation will accelerate the digital transformation process. Thus, a strong understanding of innovation diffusion theory enables Kotakmedia Indonesia to not only adapt to industry changes but also maintain competitiveness and business sustainability in the digital era.

5. Acknowledgement

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