

Fostering Sustainable Creativity and Innovation in Islamic Creative Organizations

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Abstract : One of the prominent trends in modern creative organizations is involving organizational stakeholders in idea development, promoting cooperation, sharing knowledge, and fostering creative expression. Changes in the value writing process have become essential factors in creating innovation. This research aims to analyze how innovative organizations, such as publishers, utilize their ability to manage communication channels to foster stakeholder involvement in the value writing process collectively during innovation. Through a case study approach, this research involves 25 Islamic publishers of the Indonesian Publishers Association, utilizing websites and the social network Facebook as communication tools. The research findings indicate that idea and project development, networking, collaboration, knowledge sharing, opportunities for non-formal learning, discussion platform creation, and feedback are crucial factors driving stakeholder involvement in enhancing added value in the innovation process.

Keywords : *communication, creative organization, creativity, innovation, innovative knowledge.*

Introduction

The increasing social-economic changes that have occurred significantly in the early 21st century have highlighted the growing relationship between culture and economy. As a major source of innovation in the modern economy, the creative industry plays a crucial role in generating ideas that can be applied across various sectors¹. The creative industry encompasses technology, media, and business, while creativity is closely related to the manifestation of knowledge and skills in an environment filled with technology and media-oriented business². The creative industry is considered a sector with significant economic potential. It has been observed that by developing inter-sectoral innovations, the creative economy influences social development³. These processes are multi-faceted, complex, and

¹ Leonid Melnyk et al., "CREATIVE ECONOMY AS THE MAIN DIRECTION OF FORMING A SOCIALLY ORIENTED ECONOMY," *Visnik Sums'kogo derzavnogo universitetu* 2022, no. 4 (2022): 52–60, <http://dx.doi.org/10.21272/1817-9215.2022.4-06>.

² Podolchak Nazar et al., "Improving the Assessment of Personnel Security Level and Its Control Using Human Intellectual Activity Simulation Model," *2022 12th International Conference on Advanced Computer Information Technologies (ACIT)* (IEEE, 2022), <http://dx.doi.org/10.1109/acit54803.2022.9912745>; Rizwanul Islam, "Structural Transformation and Alternative Pathways to the Lewis Turning Point," *Rural Labour Mobility in Times of Structural Transformation: Dynamics and Perspectives from Asian Economies* (2017): 15–34.

³ Maryna Hrysenko, Olena Pryiatelchuk, and Liudmila Shvorak, "CORRELATION AND INTERACTION OF ECONOMIC CREATIVITY FACTORS AS A DETERMINANT OF SUSTAINABLE DEVELOPMENT (ON THE EXAMPLE OF THE EU COUNTRIES)," *Baltic Journal of Economic Studies* 8, no. 2 (2022): 59–67, <http://dx.doi.org/10.30525/2256-0742/2022-8-2-59-67>; Rowandhy

have specific characteristics.

Various authors who analyze innovation activities emphasize important aspects, such as the strategic approach of organizations to innovation activities ⁴, the need for effective knowledge management ⁵, the need for innovative leadership ⁶, the importance of organizational creativity ⁷, the significance of innovative organizational culture ⁸, and the crucial role of communication in the innovation writing and implementation process ⁹. All these aspects are essential, but it raises the question of how all the crucial components of these innovation activities can be activated, and how their interaction can be promoted to achieve sustainable and effective innovation activities for organizations.

One of the most relevant issues faced by modern organizations is how to increase the scale and efficiency of innovation in modern organizations. One prominent modern trend that helps generate innovation is involving organizational stakeholders in the value writing process by promoting collaboration, knowledge sharing, and creative expressions ¹⁰. The creative industry is considered a highly active sector in innovation. Therefore, in the context of current relevant issues, a very significant research problem arises: enabling the interaction between communication, knowledge, and creativity in developing innovation in creative organizations and involving all stakeholder groups in the value writing process.

This research aims to identify how communication management solutions determine the creativity of organizational stakeholder groups in creating sustainable knowledge-based

Saleh, "Creative Economy Development Toward Stability of National Economy (Indonesia)," *Journal Research of Social, Science, Economics, and Management* 1, no. 7 (2022): 809–817, <http://dx.doi.org/10.36418/jrssem.v1i7.110>.

⁴ Paolo Di Toma, "Business Model Innovation and the Board in Start-up Companies: A Dynamic Capabilities Perspective," *Contextual Heterogeneity in Entrepreneurship Research* (Edward Elgar Publishing, 2021), <http://dx.doi.org/10.4337/9781802200201.00010>; Diéssica Oliveira-Dias et al., "Fostering Business Model Innovation for Sustainability: A Dynamic Capabilities Perspective," *Management Decision* 60, no. 13 (2022): 105–129, <http://dx.doi.org/10.1108/md-05-2021-0590>.

⁵ T A Akimochkina, O Yu. Rudakova, and N M Abramov, "INTELLECTUAL PROPERTY MANAGEMENT SYSTEM AS A FACTOR OF THE EFFICIENCY OF INNOVATIVE ACTIVITIES AND ORGANIZATION SECURITY," *Economics Profession Business*, no. 4 (2022): 5–12, <http://dx.doi.org/10.14258/epb202250>.

⁶ Frank Lattuch, "Building Innovation Capabilities through Human Resources Practices," *Strategic HR Review* 20, no. 5 (2021): 162–167, <http://dx.doi.org/10.1108/shr-05-2021-0021>; Barid Nizarudin Wajdi, "The Differences Between Management And Leadership," *Sinergi: Jurnal Ilmiah Ilmu Manajemen* 7, no. 1 (July 21, 2017), accessed October 21, 2017, <http://ejournal.unitomo.ac.id/index.php/feb/article/view/31>.

⁷ Alexander Brem, Volker Bilgram, and Anna Marchuk, "How Crowdfunding Platforms Change the Nature of User Innovation – from Problem Solving to Entrepreneurship," *Technological Forecasting and Social Change* 144 (2019): 348–360, <http://dx.doi.org/10.1016/j.techfore.2017.11.020>.

⁸ Yongxin Liao et al., "The Impact of the Fourth Industrial Revolution: A Cross-Country/Region Comparison," *Production* 28 (2018); Camelia Delia Voicu et al., "STEAM Implementation in Preschool and Primary School Education: Experiences from Six Countries," *Early Childhood Education - Innovative Pedagogical Approaches in the Post-Modern Era* (IntechOpen, 2023), <http://dx.doi.org/10.5772/intechopen.107886>.

⁹ O M Novak, "INNOVATIVE TECHNOLOGIES POTENTIAL IN INCLUSIVE EDUCATION OF CHILDREN OF SENIOR PRESCHOOL AGE," *Innovate Pedagogy* 2, no. 31 (2021): 101–104, <http://dx.doi.org/10.32843/2663-6085/2021/31-2.19>.

¹⁰ Andreas Hein et al., "Value Co-Creation Practices in Business-to-Business Platform Ecosystems," *Electronic Markets* 29, no. 3 (2019): 503–518, <http://dx.doi.org/10.1007/s12525-019-00337-y>; Sanna Ketonen-Oksi and Katri Valkokari, "Innovation Ecosystems as Structures for Value Co-Creation," *Technology Innovation Management Review* 9, no. 2 (2019): 25–35, <http://dx.doi.org/10.22215/timreview/1216>.

innovations in the Islamic creative industry. To achieve this goal, the following research objectives are formulated: to reveal the importance of communication management as a core organizational activity in creating innovation in the context of changes in a dynamic environment; to analyze the manifestations of creativity and knowledge management as potential factors driving innovation; to uncover the relationship between communication, knowledge, and creativity in the process of innovation development in Islamic creative organizations; to investigate the possibility of applying the website and social network Facebook owned by Islamic publishing organizations in the effort to involve stakeholder groups in innovation activities.

Transformation of innovation in creative organizations

In the era of change and the industrial revolution 4.0, organizations must anticipate new directions to achieve progress and competitive advantage in the increasingly intense global competition. The industrial era was characterized by mass production, standardization, and process planning, while flexibility, choices, and personal responsibility marked the post-industrial period. Hierarchical structures and vertical relationships have been replaced by networks of power, influence, and horizontal connections¹¹. It is emphasized that modern organizations must change to survive in the market¹². Organizations need to change their ways of organizing work and seek new niches to gain a competitive advantage in the global space by developing new industry branches, markets, products, and services¹³. The need for innovation becomes even more apparent during economic downturns, as the ability to introduce new things is a key driver of economic growth and social welfare. Innovation is a source of competitive advantage for every organization¹⁴, the foundation of long-term economic growth¹⁵, and a driver of profitability and development¹⁶.

In the context of global changes, innovation is seen as part of strategic management and investments in innovation in various areas of activity enhance operational efficiency,

¹¹ David Kemethofer, "Der Alltag von Schulleitungen: Empirische Befunde Zu Tätigkeitsprofilen Und Führungsansätzen," *Gruppe. Interaktion. Organisation. Zeitschrift für Angewandte Organisationspsychologie (GIO)* 53, no. 4 (2022): 427–436, <http://dx.doi.org/10.1007/s11612-022-00647-4>.

¹² Nazar et al., "Improving the Assessment of Personnel Security Level and Its Control Using Human Intellectual Activity Simulation Model."

¹³ Rafael Palacios Bustamente, Xochitl Margarita Cruz Pérez, and María Del Pilar Escott Mota, "KNOWLEDGE DOMAIN CAPABILITIES AS A BUSINESS MINDSET IN THE CONTEXT OF DIGITAL TRANSFORMATION," *30th Annual Conference of the International Association for Management of Technology (LAMOT 2021)* (Curran Associates, Inc., 2021), <http://dx.doi.org/10.52202/060557-0022>; Khairul Islam et al., "Crisis Communication and Learning: The US Higher Education's Response to a Global Pandemic," *The Learning Organization* 29, no. 4 (2022): 357–376, <http://dx.doi.org/10.1108/tlo-10-2021-0121>.

¹⁴ Gulin Idil S Bolatan, Abdulkhakim Giadedi, and Tugrul U Daim, "Exploring Acquiring Technologies: Adoption, Adaptation, and Knowledge Management," *IEEE Transactions on Engineering Management* (2023): 1–9, <http://dx.doi.org/10.1109/tem.2022.3168901>; Gianluca Elia et al., "Strategic Business Value from Big Data Analytics: An Empirical Analysis of the Mediating Effects of Value Creation Mechanisms," *Information & Management* 59, no. 8 (2022): 103701, <http://dx.doi.org/10.1016/j.im.2022.103701>.

¹⁵ A. Zhidebekkyzy, D. Kalmakova, and B. Amangeldiyeva, "IMPLEMENTATION OF CIRCULAR ECONOMY PRINCIPLES ACROSS COUNTRIES," *Central Asian Economic Review* (2022).

¹⁶ Sebastiano Cupertino, Gianluca Vitale, and Paolo Taticchi, "Interdependencies between Financial and Non-Financial Performances: A Holistic and Short-Term Analytical Perspective," *International Journal of Productivity and Performance Management* (2022), <http://dx.doi.org/10.1108/ijppm-02-2022-0075>.

develop and introduce new equipment, new technologies, management practices, and marketing practices¹⁷. Innovation is something new, functional and fundamental, intended to replace the old with the new. Innovation doesn't always have to be technology-based; it can also occur through service reorganization, marketing and sales methods, financing models, and the organizational culture itself, enabling customer benefits and market share to increase, optimizing operational and management processes, and enhancing competitiveness¹⁸. Special emphasis is given to aspects of rationality, applicability, and usefulness as essential in innovation activities¹⁹. In the realm of innovation, creativity, knowledge, research activities, and entrepreneurship intersect, turning scientific knowledge into physical realities that transform society. It is appropriate to treat innovation activities as productive human activities oriented toward transitioning a system from a lower level to a higher level. The purpose of this transition is to meet the changing needs of society.

Changes in the value creation process have become a critical factor in innovation development²⁰. Value creation has always been an essential foundation of any organizational activity, but the involvement of stakeholders in co-creating value is a relatively new phenomenon. Co-creation occurs when different groups of stakeholders work together to create mutually beneficial outcomes²¹. The participation of multiple stakeholders in value creation enables an understanding of demands and assists in the implementation of organizational strategies²², to respond to market changes, and share knowledge and capabilities²³. When looking at value co-creation from an innovation paradigm perspective, special emphasis is given to stakeholder collaboration and interaction, highlighting the importance of customer contributions to innovation development²⁴. According to Pfitzer et

¹⁷ Marcel Bogers et al., "Strategic Management of Open Innovation: A Dynamic Capabilities Perspective," *California Management Review* 62, no. 1 (2019): 77–94; Fajar Pasaribu et al., "IMPACT OF STRATEGIC LEADERSHIP AND ORGANIZATIONAL INNOVATION ON THE STRATEGIC MANAGEMENT: MEDIATIONAL ROLE OF IT CAPABILITY," *Polish Journal of Management Studies* 24, no. 2 (2021): 354–369, <http://dx.doi.org/10.17512/pjms.2021.24.2.22>; Leonie Schulte, "Integrating Immediate Gains with Sustainable Performance: Systematic Review of Paradox at the Intersection of Strategic Management and Innovation," *Management Review Quarterly* 72, no. 4 (2021): 1209–1247, <http://dx.doi.org/10.1007/s11301-021-00225-w>.

¹⁸ Steven Cavaleri and Kareem Shabana, "Rethinking Sustainability Strategies," *Journal of Strategy and Management* 11, no. 1 (2018): 2–17, <http://dx.doi.org/10.1108/jsma-08-2016-0050>.

¹⁹ Muhammad Talhah Ajmain, Nurul Istiqamah Mohamad Zaki, and Siti Nur Hadis A Rahman, "Society Values Based On Islamic Education," *AL-WIJDÂN Journal of Islamic Education Studies* 7, no. 2 (2022): 291–303, <http://dx.doi.org/10.58788/alwijdn.v7i2.1833>.

²⁰ Yasir Rashid et al., "Value Co-Creation and Social Media," *European Business Review* 31, no. 5 (2019): 761–784, <http://dx.doi.org/10.1108/eb-05-2018-0106>.

²¹ Junic Kim and Hwanho Choi, "VALUE CO-CREATION THROUGH SOCIAL MEDIA: A CASE STUDY OF A START-UP COMPANY," *Journal of Business Economics and Management* 20, no. 1 (2019): 1–19, <http://dx.doi.org/10.3846/jbem.2019.6262>.

²² Ji Wu et al., "Creating Shared Value and Sport Employees' Job Performance: The Mediating Effect of Work Engagement," *European Sport Management Quarterly* 22, no. 2 (2020): 272–291, <http://dx.doi.org/10.1080/16184742.2020.1779327>.

²³ Setyo Riyanto, Endri Endri, and Novita Herlisha, "Effect of Work Motivation and Job Satisfaction on Employee Performance: Mediating Role of Employee Engagement," *Problems and Perspectives in Management* 19, no. 3 (2021): 162–174, [http://dx.doi.org/10.21511/ppm.19\(3\).2021.14](http://dx.doi.org/10.21511/ppm.19(3).2021.14).

²⁴ Mohamad Amir Merhabi, Panagiotis Petridis, and Rushana Khusainova, "Gamification for Brand Value Co-Creation: A Systematic Literature Review," *Information* 12, no. 9 (2021): 345, <http://dx.doi.org/10.3390/info12090345>; Hanief Saha Ghafur, "Analysis of ICT Development Supporting the

al.²⁵, co-creating value is an open innovation that involves knowledge, information, and related skills in various institutional settings and encourages the involvement of multiple actors, which is a critical foundation for companies to gain sustainable competitive advantage. The digital environment provides opportunities for more active interaction with customers and other stakeholders and to leverage their insights in innovation development²⁶ and enables the development of new digital business models²⁷.

Innovation activities in the co-creation of value become more efficient when organizations involve a greater number of actors from various settings in their activities²⁸, utilize strategic contacts and partnerships²⁹, allowing for quicker identification of stakeholder needs and issues, listening to and considering various proposals, understanding the value dimensions from different group perspectives, enabling the emergence of stakeholder creativity and knowledge, promoting knowledge sharing³⁰, utilizing internal and external resources³¹, accelerating organizational learning³², developing new ideas more consistently, and ensuring implementation and dissemination³³. The need to foster creative collaboration among various stakeholders, generate new ideas, and share knowledge and experiences is becoming increasingly important in innovation activities and the value co-creation process; therefore, strategic communication management solutions need to be designed. This is emphasized by the statement of Ali bin Abi Tholib:

عَلِّمُوا أَوْلَادَكُمْ فَإِنَّهُمْ سَيَعِيشُونَ فِي زَمَانِهِمْ غَيْرَ زَمَانِكُمْ فَإِنَّهُمْ خَلِقُوا لِمَآئِنَا وَنَحْنُ
خَلَقْنَا لِمَآئِنَا

"Teach your children according to their time, for they live in their time, not in yours. Indeed, they were created for their time, while you were created for your time."

The dimensions of knowledge management and creativity

E-Learning Implementation on Nadhatul Ulama Universities in Indonesia," *Journal of Social Studies Education Research* (2021).

²⁵ Veronica Wells et al., "Student Participation in a DEI Audit as High-Impact Practice," *Journal of Academic Librarianship* (2023).

²⁶ Kim and Choi, "VALUE CO-CREATION THROUGH SOCIAL MEDIA: A CASE STUDY OF A START-UP COMPANY."

²⁷ Salvatore Ammirato et al., "Digital Business Models in Cultural Tourism," *International Journal of Entrepreneurial Behavior & Research* 28, no. 8 (2021): 1940–1961, <http://dx.doi.org/10.1108/ijebr-01-2021-0070>; Jose Ramon Saura, Pedro Palos-Sanchez, and Beatriz Rodríguez Herráez, "Digital Marketing for Sustainable Growth: Business Models and Online Campaigns Using Sustainable Strategies," *Sustainability* 12, no. 3 (2020): 1003, <http://dx.doi.org/10.3390/su12031003>.

²⁸ Merhabi, Petridis, and Khusainova, "Gamification for Brand Value Co-Creation: A Systematic Literature Review"; Rashid et al., "Value Co-Creation and Social Media."

²⁹ Hein et al., "Value Co-Creation Practices in Business-to-Business Platform Ecosystems."

³⁰ Asad Mehmood et al., "Stakeholder Engagement and SDGs: The Role of Social Media in the European Context," *EuroMed Journal of Business* 18, no. 1 (2022): 111–128, <http://dx.doi.org/10.1108/emjb-11-2021-0173>.

³¹ Hein et al., "Value Co-Creation Practices in Business-to-Business Platform Ecosystems."

³² Simon Reese, "Taking the Learning Organization Mainstream and beyond the Organizational Level: An Interview with Peter Senge," *Learning Organization*, 2020.

³³ Tim Weinert et al., "Does Context Matter for Value Co-Creation in Smart Learning Services?," *WI2020 Zentrale Tracks* (GITO Verlag, 2020), http://dx.doi.org/10.30844/wi_2020_d4-weinert.

The condition for the process of creating innovation is the utilization of knowledge and creative research. Gomes et al.³⁴ note that an important competitive factor for organizations with limited resources, who strive to make their activities more efficient in a dynamic environment, is knowledge and its management processes - the generation of purposeful knowledge, its dissemination, and its application. It is important for organizations that the "lessons learned" and knowledge created by employees remain within the organization so that they can be adopted by other members of the organization. Knowledge management is related to innovation, relationships between peers, ideas, competencies and structure. This management supports individual or group learning, encourages the dissemination of experiences, distinguishes between unsuccessful practices and best practices, and helps in selecting optimal solutions. Effective knowledge management in organizations is considered an important engine of innovation³⁵.

The conception of novelty is identified with knowledge-based businesses, where the most crucial condition for continuous improvement is collaboration by integrating specialized individual knowledge, applying it, and developing innovative products and services. The problem of practical applicability is distinguished by the fact that it is not always possible to obtain practical knowledge or its products in the knowledge market - usually, these are offered at the level of ideas or are difficult to evaluate in terms of their organizational fit goals and the return on acquired knowledge³⁶. Collaboration, sharing, and knowledge development in both internal and external environments must continuously occur in modern organizations aiming for open and radical innovation.

Open formal and informal communication encourages employees to disseminate existing knowledge and generate ideas that can then be improved upon and utilized. Organizations should create networks and communities where employees can develop topics of interest to them, learn, and enhance themselves³⁷. An organization's ability to interact with various partners and acquire knowledge from external sources provides opportunities to enhance their capability in implementing innovation.

Communication with other organizations enables the selection of more appropriate

³⁴ Oliveira-Dias et al., "Fostering Business Model Innovation for Sustainability: A Dynamic Capabilities Perspective."

³⁵ Hima Bindu Sadashiva Reddy, Roopesh Reddy Sadashiva Reddy, and Ratnaditya Jonnalagadda, "Literature Review Process: Measuring the Effective Usage of Knowledge Management Systems in Customer Support Organizations," *International Journal of Research Publication and Reviews* (2022): 3991–4009, <http://dx.doi.org/10.55248/gengpi.2022.3.7.45>; Adi Widiyanto and Puteri Sejati, "Implementation of Knowledge Management on Customer Relationship Management System, A Literature Review," *Proceedings of the First Mandalika International Multi-Conference on Science and Engineering 2022, MIMSE 2022 (Informatics and Computer Science)* (Atlantis Press International BV, 2022), http://dx.doi.org/10.2991/978-94-6463-084-8_7.

³⁶ John Mitchell and David Guile, "Fusion Skills and Industry 5.0: Conceptions and Challenges," *Insights Into Global Engineering Education After the Birth of Industry 5.0* (IntechOpen, 2022), <http://dx.doi.org/10.5772/intechopen.100096>.

³⁷ Madeleine Ballard et al., "Lessons from an Eight-Country Community Health Data Harmonization Collaborative," *Global health action* 15, no. 1 (December 31, 2022): 2015743, <https://pubmed.ncbi.nlm.nih.gov/35114900/>; Marina Sergeyevna Yakushkina and Marina Rimantasovna Ilakavichus, "EVENT NETWORKS OF NON-FORMAL EDUCATION AS A RESULT OF SELF-ORGANIZATION OF ALL AGE COMMUNITIES," *Education & Pedagogy Journal*, no. 1(3) (2022): 56–63, <http://dx.doi.org/10.23951/2782-2575-2022-1-56-63>.

working methods, and the development of various technological and innovation capabilities, which create the prerequisites for organizational uniqueness. The proper application of newly acquired knowledge allows organizations to develop unique competencies, and select, introduce, and enhance technology in their activities³⁸. The success of innovation development depends on the selection of appropriate knowledge sources, how knowledge is acquired, the organization's readiness for knowledge (the ability to coordinate and integrate various internal and external knowledge), the ability to overcome innovation barriers (market barriers, financial barriers characterized by a lack of required financial resources), and overcoming market uncertainties. By effectively applying newly acquired knowledge, organizations have the opportunity to develop unique competencies, select, introduce and enhance technology in their activities.

The role of Communication in innovation-oriented organizations

A culture that supports innovation in an organization requires open and effective communication³⁹, and the lack of innovation communication is a cause of failure in innovation⁴⁰. The importance of communication in the innovation promotion process is one of the most relevant aspects of scientific research, as it not only provides an opportunity to achieve greater operational efficiency during the innovation development process but also creates conditions for further innovation dissemination. Innovation communication is considered part of strategic communication⁴¹ and corporate communication⁴², encompassing all innovation development processes and ensuring the introduction and dissemination of innovation⁴³. Innovation communication can be defined as the symbolic interaction between the organization and stakeholders related to innovative products, services, technologies, and ideas⁴⁴. It is emphasized that ideas for innovation should be

³⁸ Jeandri Robertson, Albert Caruana, and Caitlin Ferreira, "Innovation Performance: The Effect of Knowledge-Based Dynamic Capabilities in Cross-Country Innovation Ecosystems," *International Business Review* 32, no. 2 (2023): 101866, <http://dx.doi.org/10.1016/j.ibusrev.2021.101866>.

³⁹ Vaida Žegunienė, "Intercultural Communication: A Factor in Career Management," *Regional Formation and Development Studies* 35, no. 3 (2021): 37–46, <http://dx.doi.org/10.15181/rfds.v35i3.2271>.

⁴⁰ Nafiseh Nasirzadeh et al., "Evaluating the Airborne Asbestos Dispersion in Enclosed Parking Lots in Iran," *Archives of Environmental & Occupational Health* 77, no. 6 (2021): 437–445, <http://dx.doi.org/10.1080/19338244.2021.1926213>; Seni Soniansih, Yopi Kusmiati, and Bintan Humeira, "KOMUNIKASI, TEKNOLOGI INFORMASI DAN KETENAGA KERJAAN KAJIAN PERKEMBANGAN INKLUSI TEKNOLOGI DIGITAL DAN PENGANGGURAN DI INDONESIA," *Virtu: Jurnal Kajian Komunikasi, Budaya dan Islam* 1, no. 2 (2021): 102–112, <http://dx.doi.org/10.15408/virtu.v1i2.23400>.

⁴¹ Nihaiyah Mahrakani et al., "Effectiveness Of Marketing Communication: A Social Marvel In The Contemporary Commercial Center," *Journal of Legal, Ethical and Regulatory Issues* (2021).

⁴² H H Thimm and K B Rasmussen, "Website Communication Capabilities and Content Related to Environmental Management—An Empirical Study of European Production Companies," *Sustainable Production, Life Cycle Engineering and Management* (Springer International Publishing, 2022), http://dx.doi.org/10.1007/978-3-030-90217-9_3.

⁴³ Mahrakani et al., "Effectiveness Of Marketing Communication: A Social Marvel In The Contemporary Commercial Center."

⁴⁴ Faisal Iddris et al., "Student Innovation Capability in Virtual Team Projects: Lessons Learnt from COVID-19 Pandemic Era," *International Journal of Innovation Science* 15, no. 1 (2022): 113–134, <http://dx.doi.org/10.1108/ijis-08-2021-0149>; María Jesús Yáñez-Galdames, José A Alfaro-Tanco, and Elena

sought both within the internal and external settings of the organization, as new products and services will help meet the needs of clients, community members, and citizens.

Communication among employees within an organization is also crucial in sharing experiences and knowledge related to tasks performed, while the use of information and communication systems can enhance both informal and formal communication and have a positive impact on the organizational process. Communication should be oriented towards promoting and fostering creativity within the organization, as creativity is the ability to generate new ideas or products based on observed patterns and relationships, and key factors in this process are domain-specific knowledge and motivation.

It is known that in digital organizations, the company website becomes a crucial tool for implementing marketing activities. It is used to understand the expectations and needs of the target customers, build credibility and trust, attract and retain customers, showcase products and services, and ultimately drive successful sales⁴⁵. The company website plays a significant role in achieving the strategic goals of the organization, but its effectiveness is determined by various dimensions such as attractive design, navigation, user-friendliness, and valuable content⁴⁶, among others.

In addition to websites, social networks also play a significant role as spaces for interaction and collaboration. The development of social networks has fundamentally transformed the way organizations communicate, as they provide greater opportunities for stakeholders to engage in communication and interaction with the organization. Social networks also facilitate resource acquisition, innovation diffusion, and the development of strategic partnerships for organizations⁴⁷, offering opportunities for dialogue with stakeholders and various collaboration opportunities⁴⁸, accelerating the process of knowledge sharing and promoting informal learning among peers⁴⁹, enabling relationship marketing development and market research⁵⁰, shaping the organization's image and

Gutiérrez-García, "The Role of Communication in Open Innovation Processes: An Action Research Study in the Automotive Industry," *Management Research: Journal of the Iberoamerican Academy of Management* 21, no. 2 (2023): 194–214, <http://dx.doi.org/10.1108/mrjiam-01-2022-1259>.

⁴⁵ PhD Snezana Obednikovska and PhD Karolina Ilieska, "DIGITAL TRANSFORMATION OF CONSUMERS'MINDSET FOR DECISION MAKING PROCESS," *FACULTY OF ECONOMICS-PRILEP UNIVERSITY „St. KLIMENT OHRIDSKI “BITOLA* (2019).

⁴⁶ Ihor Ponomarenko and Alina Sapian, "Internet Marketing Tool – SEO-Optimization of the Enterprise Site," *Problems of Innovation and Investment Development*, no. 25 (2021): 84–89, <http://dx.doi.org/10.33813/2224-1213.25.2021.9>.

⁴⁷ Bin Miao, Yingjie Liang, and Yueyue Suo, "The Influence of Organizational Social Network on Enterprise Collaborative Innovation—Mediating Role of Knowledge Sharing and Moderating Effect of Digital Construction," *IEEE Access* 11 (2023): 5110–5122, <http://dx.doi.org/10.1109/access.2023.3236398>.

⁴⁸ Khaled Saleh Al-Omoush, Antonio de Lucas, and Maria Teresa del Val, "The Role of E-Supply Chain Collaboration in Collaborative Innovation and Value-Co Creation," *Journal of Business Research* 158 (2023): 113647, <http://dx.doi.org/10.1016/j.jbusres.2023.113647>; Mohammad H Eslami et al., "The Effect of Knowledge Collaboration on Innovation Performance: The Moderating Role of Digital Technologies," *International Journal of Technology Management* 91, no. 3/4 (2023): 162, <http://dx.doi.org/10.1504/ijtm.2023.128800>.

⁴⁹ Annabel Jenner, "How Can Individual Learning at the Workplace Contribute to Organisational Learning?," *Andragoška spoznanja* 26, no. 3 (2020): 15–31, <http://dx.doi.org/10.4312/as.26.3.15-31>.

⁵⁰ Kim and Choi, "VALUE CO-CREATION THROUGH SOCIAL MEDIA: A CASE STUDY OF A START-UP COMPANY."

reputation, enhancing awareness and visibility , engaging in social responsibility activities ⁵¹, and more.

Method

This study employs a qualitative analysis method using a case study approach on 25 publishers who are members of the Indonesian Publishers Association (Ikatan Penerbit Indonesia). The scientific approach includes analysis of scientific literature, synthesis, analysis of secondary data, and semi-structured qualitative interviews with representatives from the book publishing industry. The authors conducted a qualitative content analysis of the publishers' websites and their entries on the social networking site Facebook during the year 2022. Out of the 25 selected publishers, 24 of them communicate through websites they have created, and 15 of them use Facebook as their communication channel. The theoretical analysis resulted in the formulation of research categories that encompass the following topics: provision of innovative products and services, the role of websites and Facebook in publishers' activities, relationships with stakeholder groups and their development methods, stakeholder engagement and promotion of cooperation, forms of promotion for sharing stakeholder knowledge, forms and methods of promoting stakeholder creativity manifestation, and the role of stakeholders in creating innovation

Result and Discussion

Innovation in the publishing sector primarily occurs through the migration of many processes to the virtual space. It has been found that websites and social networks are increasingly crucial tools for developing modern organizational activities as the digital realm becomes a place for the emergence of new business models. This change is triggered by shifts in the market situation: it is not only essential for customers to find, order, and purchase the products they need, but also factors that influence their purchase decisions. Therefore, publishing houses are actively developing digital marketing strategies that involve attractive websites, the use of social networks to build customer relationships, and other digital technologies to enhance customer engagement and experience.

Although the structure of publishers' websites remains relatively static and follows conventional patterns such as "About Us," "News," "Online Bookstore," and "Contact Us," these websites have been found to serve various functions and activities. Their functions include presenting the organization with activity profiles and contact information, sales and e-commerce functions, marketing support such as advertising and promotional sales, as well as showing new publications and competitions with opportunities to win. Websites are also used for public relations purposes, linking to media appearances, author acknowledgments, published books, author interviews, publication reviews, seminar and conference invitations, and more. Additionally, publishing houses engage in social actions by assisting educational institutions and communities in implementing distance learning, such as organizing free e-

⁵¹ Falah Muthiah, "Peran Social Networking Sites Dalam Meningkatkan Stakeholder Engagement: A Literature Review," *JURNAL LENSEA MUTLARA KOMUNIKASI* 5, no. 2 (2021): 86–104, <http://dx.doi.org/10.51544/jlmk.v5i2.2161>.

tests and e-seminars. Job offers can also be found on the publishers' websites. Overall, the sales activities of publishing houses have been digitized, and websites serve as platforms for online bookstores and electronic sales.

The research findings indicate that the social network Facebook has similar functions to the website in the marketing activities of publishing houses. These functions include presenting new products, active promotions, activity support, enhancing the publisher's image and reputation, as well as increasing the popularity and awareness of the publisher through leading authors, award-winning books, and best-selling books. In addition to Facebook accounts, publishing houses also commonly use other social networks such as YouTube and Instagram; on average, each publisher communicates through two social networks. By effectively conducting marketing activities in the digital space, publishing houses can reduce the role of intermediaries in the sale of their products. They can sell directly both wholesale and retail, form virtual reader communities, better understand the needs, attitudes, and lifestyles of readers, and discover new activity opportunities. The developed communication also allows publishing houses to build long-term relationships with customers and provide a positive user experience.

The most significant development occurs in the marketing of publishing houses with the intensive use of their websites and social networks. Efforts are made to involve users in communication, inviting them to participate in the production, promotion, and distribution of new products. Publishing houses particularly develop closer relationships with stakeholders through the Facebook social network, with the goal of not only conveying information but also creating opportunities for their participation and engagement in the communication and activities of the publishing house. The research data concluded can be found in Tables 1 and 2, considering the similarities of home publishing activities on websites and the Facebook social network.

Table 1. Implementation of Websites and Facebook in Marketing Activities of IKAPI Publishers (source: created by the author)

| Activity | Goal | The implementation of a website and the Facebook |
|--|----------------------------|--|
| Pemasaran | Product supply development | Conventional publications: books, magazines, albums |
| | | E-books, audiobooks, e-seminars, and e-learning. |
| | | Cultural education programs. |
| | | Games: board games, cards, digital video discs. |
| | | Accessories: bracelets, badges, pendants, etc. |
| Sales channel development | | Convenient online ordering and product procurement platform. |
| | | Electronic catalog system and bulletins. |
| | | Bookstores on e-commerce platforms. |
| Pricing | | Flexible pricing policies and e-commerce promotions. |
| | | Offering various product bundles at discounted prices. |
| Sales activities supports and promotions | | Detailed product descriptions on online bookstores. |
| | | Interactive product advertisements based on search history. |
| | | Advertising other books written by popular authors. |
| | | Subscribing to news updates, Publication of quotes from new books. |

| Activity | Goal | The implementation of a website and the Facebook |
|----------|----------------------------------|---|
| | | Interviews with authors and virtual meetings. |
| | | Themed events and product launches. |
| | | Celebrity endorsements and opinion leader recommendations in top books. |
| | | Webcasts on relevant topics. |
| | | Free shipping for certain purchase amounts. |
| | | Budget product column. |
| | Getting to know customers better | Customer surveys. |
| | | Reader ratings and feedback. |
| | | Sharing reading experiences by community members. |
| | Customer loyalty promotions | Implementation of loyalty programs. |
| | | Provision of discount codes. |

Table 2. Implementation of website and Facebook by IKAPI Publishers in public relations activities (source: created by the author)

| Activity | Goal | Interactive presentations and activities |
|---|---|---|
| Public Relation | Promotion of interest | Interesting facts about the publisher. |
| | | Publisher's awards and achievements. |
| | | Positive feedback and reader ratings. |
| | | Author and publisher meet-up events. |
| | | Inspirational quotes from authors and other famous individuals on the website and social media. |
| | | Publication of awards received by published books, award-winning authors, translators, illustrators, etc. |
| | Image and reputation | Presentation of ongoing literacy projects. |
| | | Links to media publications. |
| | | Donation space for published books to school communities. |
| | | Presentation of innovative publisher solutions. |
| Development of stakeholder relationships | Partnerships. | |
| | Greetings for national/religious holidays and gifts. | |
| | Reader feedback. | |
| | Interactive experiences: puzzles and competitions. | |
| | Publisher meet-up events. | |
| | Presentation of useful and engaging content: enthusiastic reader photos, author interviews. | |
| | Rewards for educational communities. | |
| Cultural education: reminders of important historical dates and quotes from books about significant events and unforgettable individuals. | | |
| Personalized relationships: opportunities to initiate direct conversations with favorite authors. | | |

In developing relationships with stakeholders, a more diverse approach and intelligent solutions that have never existed before are needed. In the context of conventional organizations, the purpose of communication is to inform stakeholders about the organization's activities and establish a positive relationship with them. However, currently, the importance of positive media appearance has decreased, as the more crucial factor in

attracting and engaging audiences is the regular presentation of interesting and beneficial content through channels managed by the organization.

Consistent communication helps build a community of readers on social networks, identify topics that are interesting to the audience, involve them in communication, encourage feedback, and adjust collaborative activities that are most suitable for the community. Therefore, organizations can form stronger relationships with stakeholders and create an active community. This is explained in the following verse from the Quran, Surah Al Imran, verse 103:

وَأَعْتَصِمُوا بِحَبْلِ اللَّهِ جَمِيعًا وَلَا تَفَرَّقُوا وَاذْكُرُوا نِعْمَتَ اللَّهِ عَلَيْكُمْ إِذْ كُنْتُمْ أَعْدَاءً فَأَلَّفَ بَيْنَ
فُلُوبِكُمْ فَأَصْبَحْتُمْ بِنِعْمَتِهِ إِخْوَانًا وَكُنْتُمْ عَلَىٰ شَفَا حُفْرَةٍ مِنَ النَّارِ فَأَنْقَذَكُمْ مِنْهَا كَذَلِكَ يُبَيِّنُ اللَّهُ
لَكُمْ آيَاتِهِ لَعَلَّكُمْ تَهْتَدُونَ ١٠٣

“And hold firmly to the rope of Allah all together and do not become divided. And remember the favor of Allah upon you - when you were enemies and He brought your hearts together and you became, by His favor, brothers. And you were on the edge of a pit of the Fire, and He saved you from it. Thus does Allah make clear to you His verses that you may be guided.” (kementrian agama republik indonesia, 2022)

Publishing houses enhance their online activities by informing the audience about ongoing projects, authors featured by the publishing house, news, and updates, as well as providing opportunities to subscribe to the publisher's newsletter through their website. While the website provides contact information to interact with the publishing house, more active interactions with the community occur through the Facebook social network. Regular posts are published in a more informal language style, using warm greetings such as friends, buddies, and dear ones, as well as posing rhetorical questions. The content is also enriched with photos, videos and interactive graphic formats. Although book news, events and meetings are also communicated through this platform, event recordings and relevant topics are presented in real-time to encourage participation and feedback from the community.

Publishing houses encourage feedback by discussing topics relevant to the community, inviting them to share opinions about publications and reader experiences, conducting evaluations, taking votes, answering mini-surveys, and so on. To enhance engagement, publishing houses adopt measures such as organizing seminars and meetings on topics relevant to the audience, facilitating discussions with authors, hosting competitions, creative workshops, and more.

Based on the information available on the website, stakeholder engagement and collaboration in the publishing house occurs at various levels and involves different forms of interaction. Partners listed on the website include various organizations and institutions such as magazine editorial boards, art galleries, support, and charity foundations, children and youth centers, kindergartens and schools, libraries, museums, cinemas, magazine and book distribution companies both domestically and internationally, publishers, distributors, an international book fair organizers, businesses, and others.

The results of the research data analysis indicate that the most active collaboration occurs at the inter-institutional level, resulting in clear outcomes in terms of writing values.

Through the concentration of strengths from collaborating institutions and organizations, available resources on each side can be utilized, such as physical space, professionals with specific competencies, and managed communication channels when implementing and publishing various project activities. The outcomes of this collaboration aim to provide valuable experiences to users, such as publishing new works, organizing joint events, new meeting formats, or creative workshops (Table 3).

Table 3. Forms and Collaborative Methods of IKAPI Publishers & Stakeholders
(source: created by the author)

| Level of Interaction | Forms and Methods of Collaboration Publisher and Stakeholders |
|--|--|
| Information and promotion of stakeholder participation | Announcement of information about new products, services, and events. |
| | Publication of articles and reviews about publications. |
| | Video creator stories about the creative process. |
| | Sharing media publications and reports on publisher achievements and ongoing projects. |
| | Book reviews. |
| Feedback from stakeholders, consultation, and discussion | Proposals and reader requests for new publications. |
| | Invitations to meetings with authors. |
| | Community invitations to share comments about books. |
| | Community invitations to vote on topics proposed by the publisher. |
| | Invitations for all stakeholders to share new ideas. |
| Stakeholders Participation | Selection of new book covers from multiple proposed versions. |
| | Publication of booklets with artwork produced by young readers. |
| | Organization of creative workshops for readers. |
| | Young book review competitions or for those who want to become book reviewers. |
| | Community member donations for the less fortunate. |
| Co-writing & Shared values | National Book Exhibitions organized by IKAPI. |
| | Collaborative projects between publishers and libraries. |
| | Collaboration between publishers and film representatives. |
| | Publication of content created by community members. |
| | Sharing recipes from favorite authors. |
| | Gallery and presentation space for new books. |
| | Photo competitions. |
| | |

In the pursuit of maintaining sustainable innovation, it is important for organizations to creatively apply their knowledge and competencies. Competence in innovation and creativity involves the ability to generate new ideas and implement new working methods within organizational activities. As innovation involves the search for new solutions and a positive response to change, it encourages the promotion of creativity among organizational stakeholders. Furthermore, it is crucial to develop networks, partnerships, and collaborations as the foundation for overall organizational success.

Harnessing creative thinking to find unconventional and innovative solutions when

facing challenges provides opportunities to discover niches in the market. Creativity enables the creation of truly new ideas, services, or products through innovation. This process involves leveraging existing knowledge, collaboration, and harnessing the creative and intellectual potential of individuals. In modern society, the relationship between knowledge, creativity, and communication indicates that soft skills have become the foundation of the economy, replacing hard or financial capital. To achieve competitive advantage and foster innovation, organizations need to focus on strategically building knowledge through effective knowledge transfer and promotion occurring through communication processes involving stakeholders.

Publishing communication through digital channels builds relationships with stakeholders, involving them as partners in the organizational process with equal decision-making power. Innovation in publishing means seeking new solutions and responding positively to new developments, relying on the experience, knowledge, and creativity of stakeholders within the creative organization, and providing them with opportunities to be a source of the organization's overall competitive advantage. This research has found that product innovation in publishing is evolving in various directions, such as providing various formats, diverse illustrations, integrated service packages, and online activity development. Additionally, process innovation is evident in publishing, including the automation of ordering and delivery services, the use of electronic forms, and the development of online services. Publishers are becoming increasingly active in developing their activities directly, building direct relationships with readers, and implementing innovation in marketing, such as presenting in various formats, creative sales techniques, and promoting feedback and stakeholder discussions to understand social trends and reader preferences.

Social networks facilitate personalized relationships between authors and readers while encouraging engagement and fostering a sense of community. Two-way communication plays a crucial role in the creative, collaborative, and decision-making processes involving the entire community. These interactions build trust and allow for experimentation and collaboration in publishing innovation. Through communication with stakeholders, publishing can understand important values, identify needs and issues, and generate innovative solutions. The most crucial stage is the co-creation of values, where stakeholders interact and implement innovative solutions. Thus, effective communication plays a central role in connecting, mobilizing, and empowering communities within the creative publishing industry.

Conclusion

In the publishing industry, innovation encompasses process improvements, changes in book formats or genres, interactive features, and new distribution methods. Factors such as flexibility, mobility, the ability to learn and share experiences, tolerance for innovation, and engagement in non-conventional or cross-sector activities significantly influence creative innovation within creative organizations. The relationship between knowledge and creativity is a key factor in driving innovation in the publishing sector. Unfortunately, only a third of publishers in Indonesia are committed to developing digital production. Publishers actively

utilize existing websites and their Facebook accounts to showcase, sell, and promote their produced works. Collaboration and resource allocation with organizational partners enable the creation and implementation of larger projects, leveraging existing contacts and expertise, and reaching a broader audience through available communication channels.

Therefore, further research is expected to explore the potential use of other technologies, such as artificial intelligence and data analysis, in the publishing industry. Such research can evaluate how these technologies can be utilized to enhance efficiency, personalization, and innovation in book production and distribution.

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