

Optimization of the CIDT Model in the MSME Program of the Rokan Hulu Regency Chamber of Commerce and Industry

*CIDT Model
in the MSME
Program*

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**Submitted:
JUNE 2025**

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**Accepted:
SEPTEMBER 2025**

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ABSTRACT

With the advancement of time, the programs within the Chamber of Commerce and Industry need to be reconstructed to be more relevant and adaptive to digitalization challenges. The Chamber of Commerce and Industry (Kamar Dagang dan Industri/KADIN) plays a crucial role in supporting SMEs' growth, yet several obstacles hinder its optimization in Rokan Hulu. Issues such as weak synergy between the chamber of commerce and industry and the local government, overly idealistic policies, lack of attention to small traders, and minimal government involvement in empowering SMEs need urgent solutions. This study aims to explore how the chamber of commerce and industry program reconstruction can optimize digital marketing for SME economic growth in Rokan Hulu. Using the Complexity of Innovation Diffusion Theory as an analytical framework, this qualitative research employs literature review and phenomenological approaches. The findings suggest that strategic reconstruction through competitive selection, digital business incubation, and stakeholder collaboration can enhance SME competitiveness, ensuring sustainable regional economic growth through digital technology adoption.

Keywords: *Cross-Sector Collaboration, Digital Marketing, Innovation Diffusion, Program Reconstruction, MSMEs.*

ABSTRAK

Seiring dengan perkembangan waktu, program-program dalam Kamar Dagang dan Industri perlu direkonstruksi agar lebih relevan dan adaptif terhadap tantangan digitalisasi. Kamar Dagang dan Industri memiliki peran penting dalam mendukung pertumbuhan UMKM, namun terdapat berbagai hambatan yang menghalangi optimalisasi perannya di Rokan Hulu. Permasalahan seperti lemahnya sinergi antara Kamar Dagang dan Industri dan pemerintah daerah, kebijakan yang terlalu idealistis, kurangnya perhatian terhadap pedagang kecil, serta minimnya keterlibatan pemerintah dalam pemberdayaan UMKM memerlukan solusi segera. Penelitian ini bertujuan untuk mengeksplorasi bagaimana rekonstruksi program Kamar Dagang dan Industri dapat mengoptimalkan pemasaran digital bagi pertumbuhan ekonomi UMKM di Rokan Hulu. Dengan

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 13 No. 5, 2025
pp. 3553-3564
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v13i5.3535

menggunakan Complexity of Innovation Diffusion Theory sebagai kerangka analisis, penelitian kualitatif ini menggabungkan kajian literatur dan pendekatan fenomenologis. Temuan penelitian menunjukkan bahwa rekonstruksi strategis melalui seleksi kompetitif, inkubasi bisnis digital, dan kolaborasi antar pemangku kepentingan dapat meningkatkan daya saing UMKM, sehingga mampu mewujudkan pertumbuhan ekonomi daerah yang berkelanjutan melalui adopsi teknologi digital.

Kata kunci: Kolaborasi Lintas Sektor, Pemasaran Digital, Difusi Inovasi, Rekonstruksi Program, UMKM.

INTRODUCTION

Indonesia's economy has continued to experience rapid development over the past few decades. The contribution of the Small and Medium Enterprises (SMEs) sector to the national Gross Domestic Product is highly significant, reaching more than 60% (Yolanda, 2024). However, at the regional level, such as in Rokan Hulu Regency, economic growth still faces various challenges, particularly in the area of SME empowerment. Digitalization has become a key factor in driving economic growth across sectors, including small and medium enterprises (Tolossa et al., 2024). Therefore, optimizing digital marketing has become an urgent necessity for SMEs to remain competitive in the era of globalization.

In line with current developments, existing programs within the Chamber of Commerce and Industry (*Kamar Dagang dan Industri/KADIN*) need to be reconstructed to remain relevant and adaptive to the challenges of digitalization. As an organization that represents the business community, KADIN plays an important role in advancing and developing SMEs (Syahbudi & Ma, 2021). However, several issues in practice indicate obstacles that hinder the optimization of KADIN's role in supporting SMEs in Rokan Hulu. The relationship between the Chairman of KADIN and the Regent of Rokan Hulu is being strengthened to improve coordination in supporting entrepreneurship. Yet, KADIN's overly idealistic and independent policies, combined with its limited attention to SME traders, are factors that must be addressed to achieve effective collaboration between stakeholders. Furthermore, the local government has also not provided maximum attention to intensively empowering both KADIN and SMEs (Syahputra, 2024).

The urgency of optimizing digital marketing in regional economic growth is becoming increasingly evident. Digital marketing can enhance the competitiveness of SME products by expanding market reach, improving consumer interaction, and accelerating transaction processes (Sifwah et al., 2024). Unfortunately, many entrepreneurs in Rokan Hulu still lack creativity and innovation in developing competitive products. Many of them rely heavily on financial assistance from KADIN and the government without making sufficient efforts to improve their business skills (Syahputra, 2024). Limited access to communication and consultation with KADIN, the minimal involvement of academics in supporting SMEs, and the underutilization of media in exploring SME potential are additional factors that hinder the growth of this sector (Nuryakin et al., 2024).

The growth of SMEs requires digital solutions in the areas of marketing and productivity in order to survive amid increasingly fierce competition (Firdausya & Ompusunggu, 2023). The use of digital technology can have a significant impact on SMEs by improving sales, operational efficiency, and expanding business networks (Sharabati et al., 2024). Therefore, a reconstruction of KADIN's programs to become more adaptive to the needs of digital marketing is crucial for the optimal development of SMEs in Rokan Hulu. Through synergy among KADIN, the local government, academia, and the media, it is expected that SMEs in Rokan Hulu Regency will be able to grow more rapidly and make a tangible contribution to regional economic growth. Based on this issue, this study aims to examine how the reconstruction of KADIN's programs can optimize digital marketing in supporting the economic growth of SMEs in Rokan Hulu Regency.

LITERATURE REVIEW

Diffusion of Innovations (DOI) Theory

The Diffusion of Innovations (DOI) theory, developed by Everett Rogers, explains that the adoption of innovation is not an instantaneous process but rather occurs through stages involving individuals, groups, or communities who assess, experiment with, and ultimately decide whether to accept or reject an innovation. This theory has been widely applied in fields such as technology, business, education, and communication. According to Weil (2018), there are five key characteristics that determine the success of an innovation in the diffusion process.

The first characteristic is novelty, which refers to how new an innovation is compared to existing practices or products. The more innovative an idea or product is, the greater the challenges faced in its adoption. The second is compatibility, which emphasizes the degree to which an innovation aligns with the values, culture, experiences, and needs of the target audience. When innovations are consistent with societal habits, their adoption rate tends to be higher. The third characteristic, complexity, highlights the difficulty of understanding and using the innovation. The more complex an innovation is perceived to be, the less likely it is to be adopted. Conversely, innovations that are simple and user-friendly are more readily accepted. The fourth characteristic is trialability, which refers to the extent to which individuals or groups have the opportunity to test an innovation before fully adopting it. Innovations that allow trial or experimentation are generally more easily accepted. Finally, observability relates to the visibility of the benefits of an innovation. When the positive outcomes of an innovation can be clearly observed by others, the rate of diffusion becomes faster. Together, these five characteristics form the foundation for understanding how and why certain innovations are more likely to spread successfully across different contexts.

The Pentahelix Model for SME Digitalization

The Pentahelix model is a collaborative framework for development that integrates five key elements as drivers of innovation and socio-economic transformation: business actors, government, academia, community organizations, and the media. The concept builds on the Triple Helix approach (university–industry–government) and expands it to include five main actors in order to foster inclusive and sustainable development. In the context of SME development and the digitalization of the local economy, the Pentahelix model serves as a strategic approach that emphasizes cross-sectoral synergy to address the complex challenges of development (Sindakis & Walter, 2015).

The main purpose of the Pentahelix approach is to create a collaborative and complementary space among actors in the processes of planning, implementation, evaluation, and innovation of policies or programs. No single actor is considered dominant; rather, development success is seen as the outcome of synergy among all elements (Journeault et al., 2021). Within this study, the Pentahelix model is applied as an analytical framework to descriptively assess the extent to which each actor actively contributes to the reconstruction of KADIN programs aimed at optimizing digital marketing for SMEs. At the same time, the five components of the Pentahelix are used as indicators for measuring the progress of programs and policy interventions.

The first component, business actors, function as the primary drivers of the economy. Their role is reflected in their active participation in innovation, their ability to adapt to digital technologies, and their willingness to engage in training or incubation programs. The growth of SMEs is closely tied to the mindset and creativity of entrepreneurs themselves. The second component is government, which serves as the facilitator of policy, provider of regulations that support a favorable business climate, and distributor of incentives for digitalization. Government performance can be assessed through the consistency of its policies, budget allocation, and partnerships with business organizations. The third actor is academia, whose contribution comes in the form of applied research, capacity building, and evidence-based assistance grounded in theory and data. Their role is measured by the extent to which their findings are utilized in developing

digital marketing strategies for SMEs and their involvement in entrepreneurship training. The fourth element is community organizations, which include institutions such as KADIN, cooperatives, and entrepreneurial communities. They act as connectors between actors and as program facilitators. Their effectiveness is determined by how well they manage business incubators, build networks, and foster cross-sector collaboration. Finally, the role of the media is central in disseminating information, promoting SMEs, and strengthening their public image. Indicators of media involvement include the breadth and consistency of coverage on SME innovations, the success of digital campaigns, and the use of social media as a marketing channel. Together, these five components form a comprehensive framework that not only supports SME development but also ensures that digital transformation efforts are inclusive, sustainable, and collaborative in nature.

Key Concepts of Complexity Theory

Complexity Theory is an approach used to understand and manage systems that are both complex and dynamic. It emphasizes that such systems consist of multiple interacting elements, which together produce patterns and behaviors that are often difficult to predict. Several key concepts within Complexity Theory can be outlined as follows: interconnectedness, dynamics, nonlinearity, and emergence (Vargo et al., 2023). First, interconnectedness highlights that complex systems are made up of numerous components that are linked and interact with one another, either directly or indirectly, thereby influencing the dynamics of the whole system. For instance, in a business ecosystem, government policy changes can affect markets, producers, and consumers simultaneously. Second, dynamics refers to the constant state of change within complex systems. These shifts may arise from internal factors, such as technological innovation within industries, or from external influences, such as global economic fluctuations. Non-linearity underscores that cause-and-effect relationships in complex systems are not always linear. Small changes in one element may lead to significant impacts on the overall system, while large changes may result in only minor effects, making prediction highly challenging. Emergence captures the phenomenon where new behaviors or patterns arise from the interactions among system components. Such patterns cannot be understood by examining individual elements in isolation. Examples include traffic flows in large cities formed by millions of driver decisions, or organizational cultures that evolve from employee interactions.

Complexity of Innovation Diffusion Theory (CIDT)

The Complexity Innovation Diffusion Theory (CIDT) is a multidimensional approach that explains how innovations spread and are adopted within complex and dynamic systems. It emphasizes that the adoption of innovation is not only determined by the characteristics of the innovation itself but also by the dynamics of the system, which is made up of multiple interacting elements in patterns that are not always linear. In the context of digital marketing for Small and Medium Enterprises (SMEs), this theory provides a useful lens for understanding how KADIN programs can be reconstructed to accelerate the adoption of digital technologies by SMEs within an evolving economic ecosystem. The measurement indicators of the CIDT model can be described as follows.

The first dimension is interconnectedness and compatibility, which considers both the alignment of digital marketing innovations in KADIN programs with the values, culture, and needs of SMEs in Rokan Hulu, as well as their level of connectedness to the wider digital ecosystem. Compatibility means more than just technical suitability; it also requires alignment with local culture, social values, and market orientation (Kotler et al., 2023). Many SMEs in Rokan Hulu operate with traditional business practices, which means digital marketing strategies must be contextualized, such as through local storytelling, culturally rooted visual content, and marketing techniques that respect community values (Chooset & Sukhabot, 2025). Interconnectedness is equally essential, as it reflects the extent to which SMEs are linked to customers, suppliers, and regulators

in digital spaces. Programs must therefore encourage SMEs to use digital tools not only for promotion but also for interaction across the business ecosystem (Bedda, 2023; Ramadian et al., 2024).

The second dimension is dynamics and novelty, which assesses how flexible and adaptive KADIN programs are in responding to technological changes and emerging digital marketing trends. Entrepreneurial marketing highlights flexibility and proactivity as key attributes for navigating rapid shifts (Nijssen, 2022). Hence, KADIN must integrate market-driving behavior by anticipating innovations such as AI marketing or omni-channel strategies, while ensuring these are accessible to SMEs. Furthermore, novelty also relates to the level of innovation embedded in the marketing strategies introduced. Entrepreneurial marketing encourages creative, experimental, and opportunity-driven approaches such as low-cost viral content, digital storytelling, or locally based campaigns that SMEs can test in guided environments (Chidinma & Anukam, 2024).

The third dimension, non-linearity and complexity, reflects the challenges SMEs face in understanding and applying digital marketing strategies. Adoption does not follow a linear learning curve; instead, SMEs often struggle with unpredictable learning processes, such as navigating social media algorithms or analyzing market data (Fisher & Neubert, 2023; van Coller, 2024). Programs should therefore be modular and staged, offering mentoring and experimentation in low-risk settings. Non-linearity also means that small changes like better captions, faster customer response times, or localized hashtags can create disproportionately large impacts on SME growth. Entrepreneurial marketing encourages SMEs to recognize and act upon such micro-opportunities (Drebler, 2024).

The fourth dimension is emergence and observability, which focuses on how the outcomes of digital marketing adoption manifest in tangible ways. Success is measured not only by technological sophistication but also by gradual and visible improvements in revenue, market reach, and competitiveness (McDonald, 2022; Kotler et al., 2023). These outcomes must be documented and communicated effectively so they become observable to other SMEs and stakeholders. Observability also highlights how one SME's success story can become a model for others (Gabriel, 2024). To foster this, KADIN must showcase case studies, success stories, or testimonials through media and training, ensuring that real results inspire replication across the SME ecosystem.

The fifth dimension, trialability and adaptability, considers the opportunities SMEs have to test digital marketing strategies before full adoption, and how gradually programs enable them to adapt. Entrepreneurial marketing underscores the importance of small experiments and quick iterations (Neill & Dang, 2025). KADIN programs should provide trial environments such as sandbox platforms, demo credits for paid ads, or pilot campaigns in controlled groups. Equally, adaptability requires a phased adoption model, moving SMEs step by step from basic to advanced levels of digital marketing, supported by mentoring, case studies, and feedback loops. Based on these CIDT dimensions, the optimization of KADIN programs can be directed toward five key priorities: strengthening SME connectivity within the digital ecosystem; providing ongoing training programs aligned with technological changes; reducing complexity by offering user-friendly strategies; facilitating trials of digital marketing initiatives; and ensuring observable success that can serve as a model for wider SME adoption.

RESEARCH METHODS

This study was conducted in Rokan Hulu Regency, with the units of analysis consisting of KADIN, local government, and Micro, Small, and Medium Enterprises (MSMEs). A qualitative approach with a field research design was employed to gain an in-depth understanding of the optimization of the CIDT model and digital marketing for MSME growth in the region. Data collection was carried out using three main techniques, namely observation, in-depth interviews, and documentation, applied through a triangulation strategy. Direct observation was conducted to examine the activities of the Chamber of Commerce and Industry and MSME actors. In-depth interviews were held with key informants, including Chamber of Commerce and Industry leaders, local

government officials, and assisted entrepreneurs. Documentation was obtained from program archives, media publications, and the Chamber of Commerce and Industry's institutional records.

The data analysis followed the interactive model of Miles and Huberman (2019), consisting of three interconnected stages. The first stage was data reduction, which involved selecting, summarizing, and focusing on information relevant to the research objectives. The second stage was data display, where information was organized in narrative form and tables to facilitate interpretation. The third stage was conclusion drawing and verification, a process of repeatedly reviewing findings to ensure consistency and reliability of meaning. This was supported by Likert scale analysis, which presented percentages reflecting the condition of MSMEs in Rokan Hulu based on Pentahelix model indicators.

The sampling technique applied was purposive sampling, in which informants were deliberately selected based on their expertise and direct experience in MSME development and digital marketing programs. The research involved a total of ten informants, representing diverse stakeholders relevant to the development of MSMEs and the optimization of digital marketing in Rokan Hulu. From the business sector, the Chairman of Chamber of Commerce and Industry Rokan Hulu participated as the key organizational leader, accompanied by the vice chairman for SMEs, cooperatives, human resource development, and employment, who represented the managerial function within Chamber of Commerce and Industry. From the government side, two informants were included: the deputy regent of Rokan Hulu, who provided perspectives on regional policy and governance, and the head of the MSME division at the department of cooperatives, SMEs, transmigration, and labor, who contributed insights into technical implementation and program support. The study also engaged four entrepreneurs fostered by the Chamber of Commerce and Industry Rokan Hulu, representing the voices of MSME actors who directly experienced the challenges and opportunities of digitalization. Complementing these perspectives were two additional stakeholders from knowledge and communication domains: a university lecturer, representing the academic contribution in terms of applied research and capacity-building, and a media practitioner, who played a role in information dissemination and public engagement.

RESULTS

The findings of this study reveal a variety of structural and cultural challenges that hinder the optimization of KADIN's programs in supporting MSME growth through digital marketing in Rokan Hulu Regency. Using the Complexity of Innovation Diffusion Theory (CIDT) and the principles of Entrepreneurial Marketing (EM) as analytical frameworks, the focus was placed on actor relationships, system dynamics, and the potential reconstruction of KADIN programs to become more adaptive and collaborative. Field findings were organized into tables to systematically illustrate how each key issue corresponds with strategic solutions that are theoretically grounded and practically relevant within the digital MSME ecosystem. The tabular presentation was designed to clarify the logical mapping between the challenges encountered and the recommended strategic interventions, based on a synthesis of empirical data and literature.

Table 1 shows the main problems and solutions experienced in the KADIN program. Each problem is responded to with strategic solutions designed based on the perspectives of CIDT and EM, such as strengthening mediation among stakeholders, developing MSME incubators, providing digital communication platforms, and offering competition-based training and case studies. The formulation of these solutions emphasizes the importance of interconnectivity, adaptive flexibility, result observability, and trialability approaches that allow innovation to grow gradually and contextually. The CIDT- and EM-based approach shows that the success of reconstructing the KADIN program does not lie solely in structural changes, but in creating a collaborative system that is dynamic, living, and supportive of sustainable MSME growth in the digital ecosystem. As part of the empirical analysis supporting the Pentahelix approach in optimizing the KADIN

program, this study measures the extent to which the five main actors in the model contribute to the development of MSMEs based on digital marketing in Rokan Hulu Regency. These indicators were compiled from informant perceptions, field observations, and institutional documentation. The following graph presents the distribution of contributions of the five actors based on the functional parameters inherent to each role.

Table 1. Research Result

No	Main Problems	Strategic Solution (CIDT & EM Based)
1	Synergy between the Chair of KADIN and the Regent of Rokan Hulu	Regular mediation and the regional economic council
2	Idealism and Policy Independence	Public-private partnerships and joint training
3	Commitment of the Chamber of Commerce and Industry	MSME incubation and partnerships with large entrepreneurs
4	Intensive Empowerment of KADIN and MSMEs in Rokan Hulu	Program transparency and MSME digitization regulations
5	Entrepreneurial Mentality	Mandatory training and performance-based incentives
6	Entrepreneurial Creativity	Innovation workshops and case studies
7	Communication Patterns and Communication	Communication platforms and mentorship systems
8	Contribution of Academics	Research collaboration and business coaching
9	The Role of Media	Media partnerships and digital campaigns
10	Support from Stakeholders and Entrepreneurial Innovation	Competition selection and digital business incubation

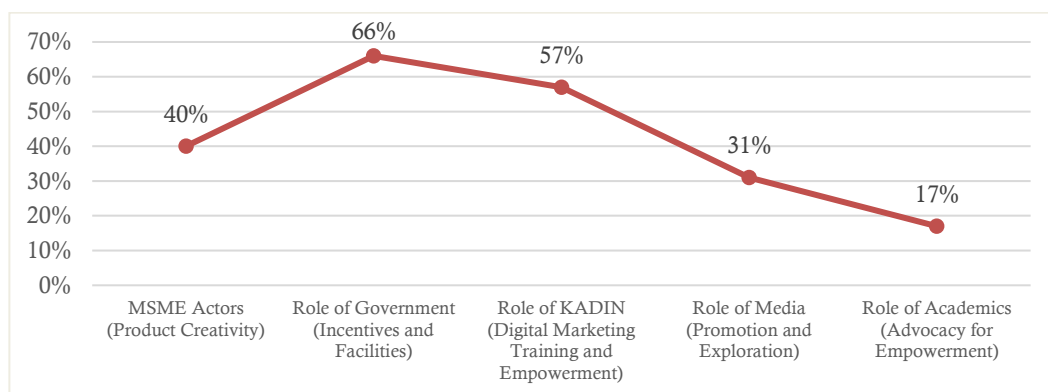


Figure 1. The Percentage of the Role of MSME Optimization in Rokan Hulu Regency

Figure 1 above shows that the role of the government has the highest contribution of 66%, which affirms the government's strategic role as a facilitator of regulations, provider of incentives, and initiator of empowerment programs. KADIN occupies the second position with a contribution of 57%, reflecting the implementation of training and capacity building for entrepreneurs through digital marketing. On the other hand, the contribution of MSME actors in terms of new product creativity reaches 40%, indicating that the internal capacity of entrepreneurs still needs to be improved, particularly in facing the challenges of digital innovation. Meanwhile, the media and academia show much lower figures, at 31% and 17% respectively. This fact reflects that the publication of MSME successes and knowledge-based advocacy have not yet become prominent strengths in supporting the digitalization ecosystem of small and medium enterprises in the region. These findings are reinforced by the approach of the Complexity of Innovation Diffusion Theory (CIDT) and the principles of Entrepreneurial Marketing (EM), in which every problem faced by MSMEs is addressed with strategic solutions rooted in the importance of actor interconnectivity, flexibility in adjusting strategies, observability of results, and opportunities to experiment with innovations gradually (trialability). Strategies such as the provision of digital communication platforms, case study-based training, business incubators, and mediation among stakeholders become tangible

responses to the complexity of the system. Thus, the success of reconstructing the KADIN program does not lie solely in structural institutional changes but in building a collaborative system that is living, dynamic, and oriented toward the sustainable growth of MSMEs in the digital economy era.

DISCUSSION

The Complexity of Innovation Diffusion Theory (CIDT) is used to address challenges in optimizing digital marketing for MSME growth in Rokan Hulu. Interconnectivity between KADIN and the government significantly affects program effectiveness, while non-linearity suggests that even minor disagreements can disrupt MSME support (Purnomo & Purwandari, 2025). To overcome this, both parties must collaborate proactively through regular communication and mediation. Establishing a regional economic council, including KADIN, government, academia, and MSME representatives would help design inclusive, well-coordinated policies that effectively support MSME development.

KADIN's focus on idealistic and independent policies often limits collaboration with the government, yet in a dynamic economic ecosystem, such collaboration is crucial for effective innovation diffusion. A key challenge is compatibility, as differing visions between KADIN and the government can make policy integration within the MSME ecosystem difficult. To address this, KADIN should adopt more flexible strategies, including joint projects and incentive programs, allowing MSMEs to benefit directly from coordinated policies while maintaining KADIN's independence (Suharsono et al., 2024). These measures can foster a more harmonious relationship, enabling the MSME ecosystem to grow more optimally.

Flexible strategies include Public-Private Partnerships (PPP), where KADIN leads MSME development projects while the government provides facilitation, regulatory support, or incentives. Regular dialogue forums can align regional economic visions, and KADIN can retain its strategic role by contributing business-driven solutions, such as financial literacy and management initiatives, which influence MSME growth (Wardiansyah & Indrawati, 2021). Additionally, joint funding schemes combining private capital and government assistance can enhance program effectiveness, as government participation in budgeting increases entrepreneur commitment, encourages innovation, and ultimately strengthens the efficiency of MSME development programs (Khaq, 2025).

Collaboration can extend to training and certification programs, where KADIN partners with relevant ministries to provide skills development, certification, and knowledge transfer, while the government offers facilities and market access. Training may cover marketing strategies, financial record-keeping, business legality, halal certification, and structured business planning (Arisandy et al., 2025). KADIN can also form expert economic teams to help draft inclusive policies, maintaining its role as an independent economic driver while promoting synergy with the government. Traditionally prioritizing large entrepreneurs, KADIN must now expand programs for MSMEs, offering incubators with training, mentoring, and access to finance and marketing. Integrating large entrepreneurs with MSMEs through partnerships and tailored digital incubation programs can enhance innovation and competitiveness among small traders (Dewi, 2020).

The government has given limited attention to empowering KADIN and MSMEs in Rokan Hulu, reflecting low visibility of their contributions to regional economic growth, which leads to budget allocations elsewhere (Arifin et al., 2021). Enhancing transparency, program evaluation, and regulations mandating local government support for MSME digitalization through technology training, access to digital platforms, and online marketing can boost competitiveness and recognition. Non-linearity in CIDT shows that a static entrepreneurial mindset, focused only on capital assistance without training, hampers innovation diffusion (Whalen & Akaka, 2016). Combining funding with mandatory training in digital business strategies, online marketing, and financial

management, along with incentives for successful digital adoption, can foster independent competence and enhance MSME competitiveness.

The lack of creativity among MSMEs in Rokan Hulu has become a significant challenge, as without innovation, products and services struggle to compete in the digital market (Farida & Setiawan, 2022). To address this, KADIN should provide business innovation workshops, case-based training, and digital marketing guidance, while establishing digital communication platforms and mentorship programs to enhance interconnectivity and practical support from experienced entrepreneurs (Yani & Zaakiyyah, 2024). The role of academics remains limited, requiring collaboration with KADIN to conduct research on digital marketing, supply chain optimization, and product innovation, alongside business coaching to improve trialability and competitiveness (Saiful, 2025). Media involvement is also minimal, necessitating partnerships and digital campaigns to increase visibility and market reach for MSMEs (Kuswanto, 2024; Yuniarti, 2024; Khoiriyah & Pratama, 2025). The main challenge lies in supporting MSMEs that lack innovation, which calls for a competition-based selection system and digital business incubation programs that provide intensive training, access to capital, and broader market channels to encourage creativity and proactive growth (Sudarsono & Ruhayu, 2024). Reconstructing KADIN's programs to optimize digital marketing requires inclusive, flexible, and collaborative policies that integrate the government, academics, media, and MSMEs to drive regional economic growth.

CONCLUSION

The optimization of the Complexity of Innovation Diffusion Theory (CIDT) model in the MSME program of the Rokan Hulu Regency Chamber of Commerce and Industry (KADIN) represents a strategic step to enhance the competitiveness of small and medium enterprises. Challenges such as the lack of synergy between KADIN and the government, limited creativity among business actors, and the minimal role of academics and the media in supporting MSMEs highlight the need for a more flexible and inclusive approach. By implementing competition-based selection systems, digital business incubation programs, and collaboration with various stakeholders, MSMEs can be better prepared to adapt to market changes and leverage digital technology effectively. In the long run, this transformation will not only strengthen the MSME sector but also foster more sustainable regional economic growth.

The reconstruction of KADIN's program emphasizes a competition-based selection system and strengthened digital business incubation, ensuring that innovative MSMEs receive not only capital assistance but also training in effective digital marketing, while mentorship from successful entrepreneurs and collaboration with academics enhance their creativity and independence. In the long term, this program will boost regional economic growth by increasing digital-based transactions, attracting investment, creating jobs, improving business transparency, expanding market reach, and accelerating technology adoption among MSMEs. Guided by CIDT, the approach relies on strong interconnection, flexible dynamics, trialability of innovations, and increased observability of program benefits, while collaboration among KADIN, government, MSMEs, academics, and media fosters an innovative, adaptive, and competitive business ecosystem in Rokan Hulu Regency.

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