Contents

Preface	xv
CHAPTER 1: ELEMENTS OF DIFFUSION	1
Water Boiling in a Peruvian Village: Diffusion That Failed	1
What Is Diffusion?	5
Controlling Scurvy in the British Navy Nondiffusion of the Dvorak Keyboard	7 8
Four Main Elements in the Diffusion of Innovations	11
 The Innovation Communication Channels Time A Social System Diffusion of Hybrid Corn in Iowa 	12 18 20 23 31
Summary	35
CHAPTER 2: A HISTORY OF DIFFUSION RESEARCH	39
The Beginnings of Diffusion Research in Europe	40
Gabriel Tarde and Imitation Georg Simmel's Stranger The British and German-Austrian Diffusionists	41 42 42

The Rise of Diffusion Research Traditions	43
Paradigms and Invisible Colleges	46
The Anthropology Research Tradition	
Miracle Rice in Bali: the Goddess and the Computer	
Early Sociology	
Rural Sociology	54
The Diffusion of Modern Math in Pittsburgh	62
Worldwide Diffusion of the Kindergarten	63
Public Health and Medical Sociology	64
The Columbia University Drug Diffusion Study	65
The Taichung Field Experiment	70
STOP AIDS in San Francisco	72
Communication	74
Diffusion of News of the September 11 Terrorist Attacks	79
Marketing	82
Opinion Leaders and Mavens in the Diffusion of Electric Cars	87
Geography	90
General Sociology	91
Networks in Recruitment to Freedom Summer	91
Trends by Diffusion Research Traditions	93
A Typology of Diffusion Research	94
Summary	101
CHAPTER 3: CONTRIBUTIONS AND CRITICISMS OF DIFFUSION RESEARCH	102
The Status of Diffusion Research Today	102
Criticisms of Diffusion Research	105
The Pro-Innovation Bias of Diffusion Research	106
Pure Drinking Water in Egyptian Villages	107
Preference for Sons in India and China	117
The Individual-Blame Bias in Diffusion Research	118
The Recall Problem in Diffusion Research	126
The Issue of Equality in the Diffusion of Innovations	130
Summary	134

Contents	vii
CHAPTER 4: THE GENERATION OF INNOVATIONS	136
The Innovation-Development Process	137
Recognizing a Problem or Need	137
2. Basic and Applied Research	139
Birth of the Laptop Computer at Toshiba	144
3. Development	146
How the Refrigerator Got Its Hum	147
Classifying the Segway	148
4. Commercialization	152
Fumbling the Future at Xerox PARC	153
5. Diffusion and Adoption	155
6. Consequences	157
Serendipity in the Discovery of Warfarin	157
Socioeconomic Status, Equality, and Innovation Development	159
Hard Tomatoes in California	159
Tracing the Innovation-Development Process The Shortcomings of Tracer Studies Future Research on the Innovation-Development Process	161 163 164
The Agricultural Extension Model	165
Summary	166
CHAPTER 5: THE INNOVATION-DECISION PROCESS	168
A Model of the Innovation-Decision Process	169
The Knowledge Stage	171
Which Comes First, Needs or Awareness of an Innovation? Three Types of Knowledge About an Innovation Early Versus Late Knowers of Innovations	171 172 174
The Persuasion Stage	174
The Decision Stage	177

179

180

The Implementation Stage

Re-Invention

How Much Re-Invention Occurs?	181
Re-Invention Is Not Necessarily Bad	184
Why Does Re-Invention Occur?	186
Re-Invention of Horse Culture by the Plains Indians	188
The Confirmation Stage	189
Dissonance	189
Discontinuance	190
The Discontinuance of Smoking	192
Forced Discontinuance and the Rise of Organic Farming	193
Are There Stages in the Innovation-Decision Process?	195
Process Versus Variance Research	196
Evidence of Stages	197
The Hierarchy-of-Effects	198
Stages-of-Change	198
Communication Channels in the Innovation-Decision Process for Tetracycline	202
Communication Channels by Stages in the Innovation-Decision Process	204
Categorizing Communication Channels	204
Mass Media Versus Interpersonal Channels	205
Cosmopolite Versus Localite Channels	207
The Bass Forecasting Model	208
Communication Channels by Adopter Categories	211
The Innovation-Decision Period	213
The Rate of Awareness-Knowledge and Rate of Adoption The Length of the Innovation-Decision Period by Adopter Category	213 214
How the Internet Is Changing the Innovation-Decision Process	215
Summary	216

Contents	ix
ONS AND	219
	220
	221
	223 223 225 227 227 229
	230
	230 231 232
	234 236 239
	240 241
	243 246
	246 247

CHAPTER 6: ATTRIBUTES OF INNOVATIONS AND THEIR RATE OF ADOPTION	219
Black Music in White America: Rap	220
Rate of Adoption	221
Research on the Attributes of Innovations Measuring the Attributes of Innovations Organizations as the Units of Adoption Postdiction Versus Prediction An Agricultural Innovation That Failed	223 223 225 227 227
Relative Advantage Economic Factors and Rate of Adoption Status Aspects of Innovations Overadoption Relative Advantage and Rate of Adoption Preventive Innovations The Effects of Incentives Mandates for Adoption	229 230 230 231 232 234 236 239
Compatibility Compatibility with Values and Beliefs Compatibility with Previously Introduced Ideas Compatibility with Needs Photovoltaics on a Million Roofs The Daughter-in-Law Who Doesn't Speak Compatibility and Rate of Adoption Technology Clusters Naming an Innovation Positioning an Innovation Acceptability Research Indigenous Knowledge Systems	240 241 243 246 246 247 249 250 251 253 254
Complexity	257
Trialability	258
Observability Cellular Telephones and the Lifestyle Revolution	258 259
Summary	265

CHAPTER 7: INNOVATIVENESS AND ADOPTER CATEGORIES	
Diffusion of Farm Innovations in a Colombian Village in the Andes	268
Classifying Adopter Categories on the Basis of Innovativeness	272
The S-Shaped Curve of Adoption and Normality	272
Measuring Organizational Innovativeness	275
Who Adopts?	277
Adopter Categorization	279
Adopter Categories as Ideal Types	282
Innovators: Venturesome	282
Early Adopters: Respect	283
Early Majority: Deliberate	283
Late Majority: Skeptical	284
Laggards: Traditional	284
People Who Said No to Innovation: The Old Order Amish	285
Characteristics of Adopter Categories	287
Socioeconomic Characteristics	288
Personality Variables	289
Communication Behavior	290
Audience Segmentation and Adopter Categories	292
Cell Phone Laggards in Hong Kong	294
The Innovativeness/Needs Paradox and the Strategy of Least Resistance	295
Network Influences on Innovativeness	296
Summary	297
CHAPTER 8: DIFFUSION NETWORKS	300
Opinion Leadership in the Diffusion of Modern Math	300
Models of Communication Flows	303
The Hypodermic Needle Model	303
The Two-Step Flow Model	304
Homophily and Heterophily in Communication Networks	305
Homophily and Heterophily	305
Homophily as a Barrier to Diffusion	306

Content	s x
Measuring Opinion Leadership and Network Links	308
The Role of Alpha Pups in the Viral Marketing of a Cool Electronics Game	313
Monomorphic and Polymorphic Opinion Leadership Paul Revere's Ride	314 314
Characteristics of Opinion Leaders	316
External Communication	316
Accessibility	317
Socioeconomic Status	318
Innovativeness	318
Innovativeness, Opinion Leadership, and System Norms	318
Opinion Leader Organizations	319
Do Opinion Leaders Matter?	321
Networks in the Diffusion of a Medical Drug	326
Diffusion Networks	330
Building a Network for the Diffusion of Photovoltaics in the Dominican Republic	331
Cluster Studies	333
Dr. John Snow and the Cholera Epidemic in London	335
Communication Network Analysis	337
The Strength-of-Weak-Ties Theory	339
Who Is Linked to Whom in Networks?	341
Social Learning Theory	341
The Critical Mass in the Diffusion of Interactive Innovations	343
The Critical Mass in the Diffusion of Fax	345
Diffusion of the Internet	346
The Concept of Critical Mass	349

352

354

355

357

360 361

362

Watching While Being Watched

Individual Thresholds for Adoption

Networks and the Turbocharger Effect

Strategies for Getting to Critical Mass

Why Do Individuals Adopt Prior to the Critical Mass?

The Sleeper

Summary

CHAPTER 9: THE CHANGE AGENT	365
Targeting	366
Change Agents as Linkers	368
The Sequence of Change Agent Roles Coercion in Norplant Diffusion Safaris in Indonesia	369 371
Factors in Change Agent Success Change Agent Efforts Client Orientation Compatibility with Clients' Needs Sustainability: "Chicken" Davis in Nigeria Change Agent Empathy	373 373 374 375 376 376
Communication Campaigns The ORT Campaign in Egypt	377 380
Homophily and Change Agent Contact Change Agents' Contact with Lower-Status Clients Para-Professional Aides Change Agent Credibility Inauthentic Professionalization of Aides The Baltimore Needle-Exchange Project	381 383 384 384 386 387
The Use of Opinion Leaders The Role of Demonstrations	
Clients' Evaluative Ability The Agricultural Extension Service	390 391
Centralized and Decentralized Diffusion Systems Advantages and Disadvantages of Decentralized Diffusion	394 398
Summary	400
CHAPTER 10: INNOVATION IN ORGANIZATIONS	402
Types of Innovation-Decisions	403
Organizations Virtual Organizations	404 405

Contents	xiii
Organizational Innovativeness	407
Size and Organizational Innovativeness	409
Structural Characteristics and Organizational Innovativeness	411
The Role of Champions	414
The Innovation Process in Organizations	417
Adoption of New Communication Technologies	419
Stages in the Innovation Process	420
1. Agenda-Setting	422
2. Matching	423
3. Redefining/Restructuring	424
4. Clarifying	427
5. Routinizing	428
The Santa Monica Freeway Diamond Lane Experiment: Implementation Failure	430
New Communication Technologies in Organizations	433
Summary	433
CHAPTER 11: CONSEQUENCES OF INNOVATIONS	436
Snowmobile Revolution in the Arctic	437
Studying Consequences	440
Classifications of Consequences	442
Desirable Versus Undesirable Consequences	442
Direct Versus Indirect Consequences	445
ORT: The Consequences of Consequences	446
Anticipated Versus Unanticipated Consequences	448
Steel Axes for Stone-Age Aborigines	449
Form, Function, and Meaning of an Innovation	451
The Irish Potato Famine	452
Achieving a Dynamic Equilibrium	452
The Mosquito Killer	453
Equality in the Consequences of Innovations	456
The Communication Effects Gap	457
Gap-Widening Consequences of the Diffusion of Innovations	460
Social Structure and the Equality of Consequences	462
Strategies for Narrowing Gaps	464

xiv Contents

Wider Gaps Are Not Inevitable	467
The Digital Divide	468
Summary	470
Glossary	473
Bibliography	477
Name Index	537
Subject Index	543