

NAVIGATING ORGANIZATIONAL CHANGE IN STREAMING PLATFORMS: A SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

Despite the rapid growth and disruption introduced by streaming platforms in the media industry, limited research has systematically examined how these organizations navigate internal change. This study applies a Systematic Literature Review (SLR) guided by the PRISMA framework, drawing from Scopus and Google Scholar databases and applying inclusion criteria focused on peer-reviewed works published between 2015–2025. From an initial pool of 51 studies, 13 were selected and synthesized thematically. The findings reveal three dominant patterns of organizational change: (1) strategic adaptation, including the shift to customer-centric and data-driven business models; (2) structural transformation, encompassing the redesign of organizational hierarchies, workflows, and governance to enable agility; and (3) innovation capabilities, emphasizing ecosystem collaboration, talent development, and new leadership roles. These themes demonstrate that change in streaming platforms is continuous and systemic, rather than episodic or technology-driven. Theoretically, the study extends organizational change literature by highlighting the dynamic and ecosystem-based nature of digital transformation. Practically, it provides insights for managers to institutionalize data analytics, adopt agile structures, and manage cultural alignment to sustain competitiveness. By synthesizing fragmented knowledge, this review contributes to a clearer understanding of how streaming platforms manage transformation, while also identifying gaps for future research on emerging markets, cultural dynamics, and the role of artificial intelligence in reshaping organizational structures and practices.

Keywords: organizational change; streaming platforms; systematic literature review

INTRODUCTION

Over the past two decades, the media and entertainment industry has undergone a profound digital transformation. This change extends far beyond the conversion of analog media into digital formats; it entails the deep integration of digital technologies across business processes, strategies, and models, reshaping the very foundations of competition and value creation (George, 2024).

At the forefront of this shift are streaming platforms such as Netflix and Spotify. Originally operating as a DVD rental service and a music distributor, respectively, these firms have transformed into global leaders by leveraging cloud computing, big data analytics, and artificial intelligence (Pratama, et al., 2023). Their evolution illustrates a shift from product-centric approaches to data-driven, personalized, and on-demand services (Hanelt, et al., 2021). The success of these

platforms has catalyzed what scholars describe as a digital vortex—a force pulling industries toward a digital core that compels both incumbents and new entrants to adapt or risk obsolescence (Udovita, 2020).

This transformation has also given rise to digital business ecosystems, where consumers, content creators, technology providers, and advertisers interact in interdependent and innovation-driven networks (Lee, et al., 2019; Hanelt, et al., 2021). Unlike traditional linear value chains, these ecosystems are dynamic and turbulent, intensifying competitive pressures through network effects and continuous innovation. Failure to adapt has already resulted in the decline of industry giants such as Blockbuster and Kodak, highlighting the critical importance of organizational change in the digital era (Omol, 2023).

The Importance of Organizational Change and the Literature Gap

While the technological drivers of digital transformation are well documented (Nadkarni, et al., 2020), organizational responses remain less understood. Digital transformation is not merely a technological challenge but an organizational one, demanding new cultural orientations, leadership styles, and structural designs (Hanelt, et al., 2021). Evidence suggests

that most transformation initiatives fail not because of inadequate technology but due to organizational inertia, resistance to change, and lack of strategic clarity (Omol, 2023; Slavík, et al., 2022).

Despite increasing scholarly attention, the literature is fragmented across information systems, management, and organizational studies, with limited integration (Jedynak, et al., 2021). Much of the research emphasizes what technologies or business models emerge and what market outcomes result, but gives less attention to how organizations internally adapt. Classic theories of planned, episodic change (Lewin, 1951; Kotter, 1996) often fall short in explaining the emergent, continuous, and co-evolutionary adaptation required in digital ecosystems (Tsoukas, et al., 2002; Hanelt, et al., 2021). This gap underscores the need for a more holistic understanding of organizational change in streaming platforms.

To address this fragmentation, this study employs a Systematic Literature Review (SLR). Unlike narrative reviews, an SLR provides a rigorous, transparent, and replicable process to identify, appraise, and synthesize existing research (Tranfield, et al., 2003). This method ensures comprehensive coverage, minimizes bias, and enables the development of an

integrated perspective on organizational change in the streaming industry.

Theoretical Framework

This review examines organizational change through multiple theoretical lenses. Foundational perspectives such as Lewin's change model (1951) and Kotter's eight-step model (1996) offer insights into planned change, while more contemporary perspectives—sensemaking theory (Weick, 1995), institutional theory (DiMaggio, et al., 1983), organizational ambidexterity (Tushman, et al., 1996), and continuous change models (Tsoukas, et al., 2002)—provide frameworks to interpret ongoing adaptation in digital ecosystems. By integrating these perspectives, the review bridges classical and modern approaches to organizational change in digitally driven contexts.

Objectives and Research Questions

The objective of this review is to synthesize the fragmented body of research on digital transformation and organizational change, with a specific focus on streaming platforms. The central research question guiding this study is: RQ: What themes and theoretical insights emerge from the literature on organizational change in streaming platforms, and how do existing

organizational change theories explain these phenomena?

This inquiry is explored through four sub-questions: (1) What technological, market, and organizational drivers compel continuous change in streaming platforms? (2) What organizational challenges—cultural, structural, and strategic—do these platforms face during transformation? (3) How do concepts such as digital business ecosystems, dynamic capabilities, and co-evolution explain adaptation strategies? (4) To what extent do classical and contemporary organizational change theories apply to the streaming industry, and where are their limitations?

Contributions

This study makes contributions on two levels: Theoretical contributions: It consolidates fragmented findings to develop a more integrated understanding of continuous organizational change in digital ecosystems. The study extends foundational theories by examining their applicability and limitations in the streaming context and highlights opportunities for new theoretical development (Hanelt, et al., 2021).

Practical contributions: It provides actionable insights for industry leaders and managers in streaming platforms, offering guidance on fostering adaptive cultures, developing agile organizational structures,

and managing transformation effectively in fast-changing digital markets (Guerra, et al., 2024; Schneider, et al., 2021).

RESEARCH METHOD

Review Protocol

This study employs a Systematic Literature Review (SLR) methodology, guided by the PRISMA framework (Page, et al., 2021). PRISMA ensures transparency, replicability, and methodological rigor throughout the review process by providing a structured approach to identifying, screening, and synthesizing relevant academic literature. SLR was chosen because it allows researchers to synthesize fragmented knowledge systematically and critically (Snyder, 2019), which is particularly important in emerging fields such as digital transformation and organizational change.

Databases Searched

To ensure comprehensive coverage and academic depth, the literature search was conducted using two major sources: Scopus and Google Scholar. Scopus served as the primary database due to its extensive indexing of high-quality, peer-reviewed journals and conference proceedings across various academic disciplines. Google Scholar was utilized as a supplementary source to capture relevant open-access

articles, grey literature, and academic publications that may not be extensively indexed in Scopus. Through this combined approach, a total of 51 records were initially retrieved—34 from Scopus and 17 from Google Scholar. However, it is acknowledged that relying on only two databases, while offering a strong foundation, may not capture every potentially relevant study across the entirety of academic literature (Booth, et al., 2016), representing a scope limitation.

Search Strategy

A systematic and structured search strategy was employed to identify relevant literature on the topic of organizational change within the context of streaming platforms. The initial primary search string used was: "organizational change" AND "streaming platforms," applied to the title, abstract, and keyword fields to ensure specificity and relevance. Recognizing the potential narrowness of this initial string, subsequent iterations incorporated broader and related terms such as "digital platforms," "OTT services," "media platforms," "digital transformation management," and "organizational adaptation" to enhance comprehensiveness (Kitchenham, et al., 2007). To enhance the rigor and focus of the review, several filters were applied: only studies published in

English were considered; the publication period was restricted to the years 2015 through 2025 to ensure contemporary relevance; and only peer-reviewed journal articles, conference proceedings, and systematic reviews were included to maintain academic quality and credibility.

Inclusion and Exclusion Criteria

To ensure methodological rigor and relevance, a set of predefined inclusion and exclusion criteria was applied to guide the selection of literature. Studies were included if they were published between 2015 and 2025, appeared in peer-reviewed journals or conference proceedings, and addressed themes related to organizational change, digital transformation, or innovation within streaming platforms or digital ecosystems. Only articles written in English were considered. Conversely, sources were excluded if they were non-peer-reviewed, did not focus on organizational change or streaming platforms, were duplicate entries, lacked accessible full texts, or concentrated solely on technological aspects without an organizational or managerial context. These criteria helped refine the dataset to ensure alignment with the research focus and uphold the academic quality of the review. The final selection resulted in 13 studies. This relatively small number of included

studies is a direct reflection of the focused search strategy and stringent inclusion criteria, indicating a concentrated body of peer-reviewed research specifically at the intersection of "organizational change" and "streaming platforms" within the defined timeframe. It suggests a potential scarcity of highly specific empirical or review studies directly addressing this precise combination of factors, rather than a limitation of the search's ability to capture existing literature (Petticrew, et al., 2006).

Screening Process

The screening process followed a two-phase approach to ensure relevance and alignment with the research objectives. In the first phase, all retrieved records were subjected to an initial screening based on their titles and abstracts to determine their suitability for inclusion. Articles that appeared relevant were then subjected to a more detailed full-text assessment to confirm their alignment with the study's inclusion criteria. This systematic selection process was guided by the PRISMA framework to ensure transparency and replicability (Page, et al., 2021). A PRISMA flow diagram is provided to illustrate the number of records identified, screened, excluded, and ultimately included in the final qualitative synthesis. It is important to note that the screening process

was conducted by a single reviewer. While efforts were made to maintain objectivity and adhere strictly to predefined criteria, this approach may introduce a degree of reviewer bias, a common limitation in single-reviewer SLRs (Booth, et al., 2016). This limitation is acknowledged, and future research could benefit from involving multiple independent reviewers to enhance the robustness of the screening process.

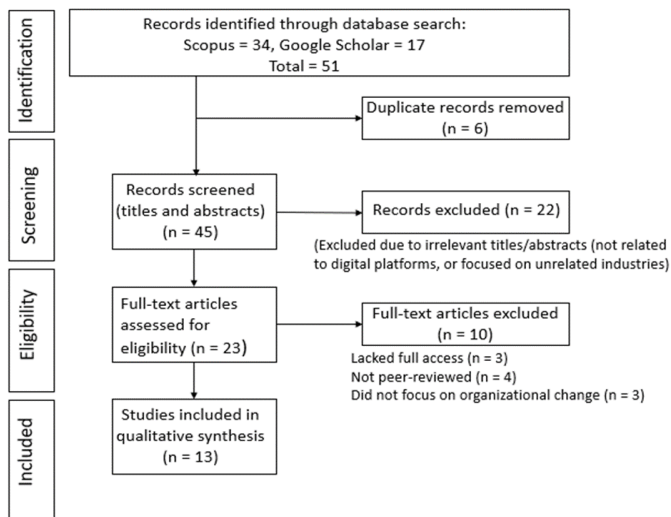


Figure 1. PRISMA Flow Diagrams

Figure 1 presents a structured summary of the 13 studies selected for this review following the systematic data extraction process. These studies were chosen based on their relevance to organizational change, digital transformation, and streaming or digital platforms. The table includes key details such as the authors and year of publication, title and source, study objectives, research methodologies, key findings, and

theoretical frameworks applied. This summary facilitates thematic synthesis and highlights recurring patterns, methodological approaches, and theoretical foundations relevant to the study's focus on organizational change in streaming platforms. Regarding the quality of the included studies, the majority are qualitative case studies or systematic literature reviews, providing rich contextual insights. However, some studies exhibit limitations in generalizability due to their specific case focus. While a formal quality appraisal was not conducted for each study, their inclusion was based on relevance to the research questions and publication in peer-reviewed venues, which implies a baseline level of academic rigor (Snyder, 2019).

RESULTS AND DISCUSSION

Results

Findings from Thematic Analysis

This study identified three major thematic categories—Strategic Adaptation, Structural Transformation, and Innovation Capabilities—that collectively address the research questions (RQ1–RQ4). In addition, a theoretical reflection emerged, pointing to the limitations of existing theories in digitally driven contexts.

Strategic Adaptation (RQ1 & RQ2)

Strategic adaptation is a dominant theme that highlights how streaming platforms continuously respond to technological drivers, market pressures, and organizational imperatives. For instance, (Tunio, et al., 2024) identified digital transformation as a key driver for growth and adaptation in SMEs, while (Pratama, et al., 2023) demonstrated how Netflix and Spotify shifted from product-centric (DVDs, CDs) to data-centric (streaming) models, reshaping their strategies around personalization and real-time engagement. At the same time, adaptation is not without challenges. Studies such as (Omol. 2024) and (Guerra, et al., 2024) point to cultural resistance, leadership gaps, and talent management issues as persistent barriers. These findings indicate that while digital transformation creates opportunities for innovation, it also exposes organizational vulnerabilities.

Structural Transformation (RQ2 & partial RQ3)

The second theme highlights how organizational structures and cultures undergo fundamental changes in response to digital transformation. (Slavík, et al., 2024) demonstrated how tensions between established and emergent organizational cultures complicate the adoption of video-

on-demand services, while (Guerra, et al., 2024) showed how talent management is deeply affected by new leadership models and cultural expectations.

These insights suggest that structural barriers—such as legacy systems, hierarchical decision-making, and entrenched cultural norms—represent some of the most significant obstacles to digital transformation in streaming platforms.

Innovation Capabilities (RQ3 & indirect RQ4)

The third theme, innovation capabilities, addresses how streaming platforms build resilience and competitive advantage through ecosystem-level adaptation. (Lee, et al., 2020) illustrated how Netflix co-evolves with partners, consumers, and competitors in digital ecosystems, relying on vertical integration and transnational expansion. Similarly, (Schneider, et al., 2021) emphasized the importance of agility and collaboration in fostering organizational innovation, while (Salameh, et al., 2022) demonstrated how the Spotify model enabled decentralized decision-making and scalable innovation.

These studies underscore that streaming platforms thrive not only through internal adaptation but also by embedding themselves within broader digital business

ecosystems, where co-creation and co-evolution drive continuous change.

Theoretical Reflection (RQ4)

The findings also raise questions about the applicability of classical theories of organizational change. (Hanelt, et al., 2021) defined digital transformation as a continuous organizational change, contrasting with traditional episodic views. (Jedynak, et al., 2021) identified a lack of cohesive theoretical grounding in the field, suggesting that existing frameworks are fragmented.

While theories such as organizational culture (Schein), impression management (Goffman), and continuous change (Weick, Tsoukas & Chia) remain useful, the evidence indicates that digitally driven change requires a reconfiguration of these perspectives, emphasizing adaptability, agility, and ecosystem interdependence.

Table 1. Summary of the 13 studies selected

Author(s) & Year	Title & Source	Study Objective	Research Methodology	Key Findings on Organizational Change in Streaming/Digital Platforms	Theoretical Frameworks
1. (Tunio, et al., 2024)	"Navigating Digital Transformation: A Systematic Review of SMEs' Transitions and Growth in the Digital Age", <i>Sukkur IBA Journal of Management BUSINESS</i>	To systematically review literature on the digital transformation of small and medium-sized enterprises (SMEs) to unveil key drivers, barriers, and outcomes.	Systematic Literature Review (SLR) of 8 peer-reviewed studies.	Digital transformation is identified as a significant organizational change process. It has a positive effect on SME growth, adaptability, and strategic development. The review highlights major regional disparities in digital readiness, infrastructure, and policy support, impacting how organizations change.	Technology-Organization-Environment (TOE) model, Innovation Diffusion Theory, Born Global phenomenon.
2. (Richey, et al., 2016)	"Exploring situationally inappropriate social media posts: An impression management perspective", <i>Information Technology & People</i>	To explore the triggers of inappropriate social media posts, which represent a significant challenge for organizational impression management on digital platforms.	Qualitative study based on 44 interviews in 31 UK organizations.	Organizational change is impacted by the use of digital platforms (social media) which create "collapsed contexts." This blurs the line between personal and professional life (frontstage/back-stage) and amplifies the potential for reputational damage by individual employees, forcing organizations to change their communication strategies and internal governance.	Erving Goffman's theory of impression management (dramaturgical metaphor).
3. (Guerra, et al., 2024)	"Exploring organizational change in the age of digital transformation and its impact on talent management: trends and challenges", <i>Journal of Organizational Change Management</i>	To examine how organizational changes from digital transformation (new culture, leadership, business models) influence talent management.	Quantitative survey applied to 314 companies.	Digital Transformation (DT) is a process of organizational change that is innovative in nature. The study confirms that changes in business models, organizational culture, and leadership resulting from DT have a direct and significant impact on the organization's ability to attract and retain talent.	Talent Management, Transformational Leadership, Resource-Based View (implied).
4. (Pratama, et al., 2023)	"The Influence of Digital Changes on Media And Entertainment Business Models: A Case Study of Netflix and Spotify", <i>Journal of Principles Management and Business</i>	To investigate the impact of digital changes on business models in the media and entertainment sector, using Netflix and Spotify as case studies.	Literature review and case study analysis.	Digital transformation in streaming services like Netflix and Spotify represents a fundamental organizational change, shifting from a product-centric (DVDs) to a data-centric (streaming) model. This impacts all nine elements of the business model canvas, including value proposition, customer relationships, and key resources, forcing a	Business Model Canvas.

5. (Usman, et al., 2023)	"Leading Strategies for Organizational Adaptation and Growth in Digital Transformation in Marketing", <i>Journal of Informatics Education and Research</i>	To investigate the top strategies for organizational adaptation and growth in the context of digital transformation in marketing.	Literature review and analysis of case studies including Netflix.	complete overhaul of the organizational structure and strategy. For digital platforms like Netflix, organizational success relies on a fundamental strategic change toward personalization. The use of data-driven algorithms to create personalized content suggestions is a core organizational capability that drives customer experience and market leadership, demonstrating a shift to an agile, data-centric organizational model.	Conceptual framework of digital marketing.
6. (Udovita, et al., 2020)	"Conceptual Review on Dimensions of Digital Transformation in Modern Era", <i>International Journal of Scientific and Research Publications</i>	To investigate and define the key dimensions of digital transformation to provide a holistic view of what organizations need to change.	Conceptual literature review.	Digital transformation is a holistic organizational change. The paper proposes the "Digital Orchestra" framework, identifying four key areas that must be transformed: go-to-market (offerings, channels), engagement (customers, partners, workforce), operations (processes, IT capability), and organization (structure, incentives, culture).	Digital Orchestra, Digital Vortex, Digital Agility.
7. (Slavík, et al., 2024)	"Negotiating Organizational Cultures: The Evolution of the VOD Platform Implementation in Czech Public Service Television", <i>ILUMINAC E</i>	To explore how organizational culture shapes the implementation of a new Video-on-Demand (VOD) platform in a public service media organization.	Qualitative, in-depth interviewing and semi-participant observation.	Successful implementation of digital platforms (like VOD services) is fundamentally a process of organizational culture change. The study found tension between the new, innovative culture of the VOD team and the established, conservative culture of the parent organization. Success depends on systematically changing management and a clear vision from top management to align these cultures.	Organizational Culture Theory (Schein), Platform Imaginaries.
8. (Jedynak, et al., 2021)	"Digital transformation of organizations: what do we know and where to go next?", <i>Journal of Organizational Change Management</i>	To create a conceptual map of digital transformation literature and identify key research gaps.	Systematic literature review and thematic analysis.	Digital transformation literature is fragmented and overwhelmingly focuses on business models and technology, creating a "major blind spot" by ignoring the organization itself as the unit of analysis. This indicates a failure to	The paper notes a lack of a cohesive theoretical framework in the field.

9. (Lee, et al., 2020)	"Innovation process in the business ecosystem: the four cooperations practices in the media platform", <i>Business Process Management Journal</i>	To construct a generalized framework of innovation processes at the ecosystem level, analyzing the OTT media platform industry.	Literature review and qualitative, explorative case study of OTT platforms (Netflix, Hooq, Wavve).	treat digital transformation as a deep process of organizational change. The organizational change of streaming platforms like Netflix is driven by co-evolution within a business ecosystem. Netflix's growth demonstrates this through vertical integration (e.g., producing original content) and transnational expansion, which are profound strategic and organizational changes shaped by its interactions with partners, competitors, and consumers.	Business Ecosystem Theory, Co-creation, Co-evolution
10. (Salameh, et al., 2022)	"An architecture governance approach for Agile development by tailoring the Spotify model", <i>AI & SOCIETY</i>	To explore how to govern and align software architecture in large-scale Agile development by tailoring the Spotify model, a popular organizational design for digital platforms.	Longitudinal embedded case study with intervention.	Implementing and scaling digital platforms requires deliberate organizational change. The study developed and evaluated an approach that included a new organizational structure (creating "Architecture Owner" roles) and a new change management process, which successfully decentralized decision-making and improved autonomy in a FinTech company using the Spotify model.	Spotify Model, Agile Architecture, Heterogeneous Tailoring.
11. (Omol, 2024)	"Organizational digital transformation: from evolution to future trends", <i>Digital Transformation and Society</i>	To explore the origins, drivers, strategies, challenges, and broader implications of organizational digital transformation.	Scoping review.	Digital transformation is a profound organizational shift, not merely technological adoption. The paper contrasts successful organizational change (e.g., Amazon, Starbucks, Tesla) with unsuccessful cases (e.g., Blockbuster, Kodak), identifying cultural resistance, legacy systems, and talent gaps as key challenges to effective organizational change.	N/A (Scoping review).
12. (Schneider, et al., 2021)	"Digital transformation: What we have learned (thus far) and what is next", <i>Creativity and Innovation Management</i>	To combine practical (interviews) and academic (SLR) views to understand the challenges of digital transformation and propose a research agenda.	Mixed Methods: Qualitative interviews with 7 senior managers and a systematic literature review of 242 practice-	The research shows a clear evolution in understanding digital transformation, moving from a technology focus to a deeper appreciation of organizational and cultural change. A primary challenge for organizations is the cultural shift required to become agile, collaborative,	N/A (Synthesis of literature and practitioner views).

13. (Hanelt, et al., 2021)	"A Systematic Review of the Literature on Digital Transformation: Insights and Implications for Strategy and Organizational Change", <i>Journal of Management Studies</i>	To systematically review the literature on digital transformation from the perspective of organizational change.	oriented articles. Systematic literature review of 279 articles.	and experimentation friendly. Defines DT as "organizational change triggered and shaped by the widespread diffusion of digital technologies." Identifies two key patterns of change: 1) a move toward malleable organizational designs enabling continuous adaptation, and 2) this shift is driven by and embedded in digital business ecosystems. Proposes that DT is best understood as continuous organizational change.	Organizational Change Theory (Episodic vs. Continuous change).
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Table 2. Mapping Research Questions to Themes and Evidence

RQ	Theme	Supporting Evidence
RQ1 (drivers of change)	Strategic Adaptation	(Tunio, et al., 2024); (Pratama, et al., 2023); (Usman, et al., 2023)
RQ2 (challenges of adaptation)	Strategic Adaptation & Structural Transformation	(Omol, 2024); (Slavík, et al., 2024); (Guerra, et al., 2024)
RQ3 (ecosystem adaptation)	Innovation Capabilities & Structural Transformation	(Lee, et al., 2020); (Schneider, et al., 2021); (Salameh, et al., 2022)
RQ4 (theoretical implications)	Innovation Capabilities & Theoretical Reflection	(Hanelt, et al., 2021); (Jedynak, et al., 2021); Classical theories (Schein, Goffman, Weick, Tsoukas & Chia)

The mapping demonstrates that the themes are not isolated but interdependent. Strategic adaptation explains the drivers and challenges (RQ1 & RQ2), structural transformation emphasizes the barriers and organizational reconfigurations (RQ2 & partial RQ3), innovation capabilities capture ecosystem adaptation (RQ3), and theoretical reflection exposes the need to refine organizational change theories (RQ4).

RESULT AND DISCUSSION

The thematic findings shed light on how streaming platforms navigate the dynamics of organizational change under digital transformation. Three key insights emerge.

Digital Transformation as Continuous Strategic Adaptation

The findings confirm that digital transformation is not a one-time event but a continuous process of strategic adaptation

(Hanelt, et al., 2021). Streaming platforms like Netflix and Spotify exemplify this shift by embedding data-driven personalization and agile strategies at the core of their business models. This aligns with Weick's (1995) sensemaking perspective, where organizations continuously reinterpret their environment, but it also extends it by highlighting the role of real-time digital feedback loops.

Structural Barriers as Persistent Challenges

Despite the opportunities, structural barriers remain critical obstacles. Cultural inertia, leadership gaps, and legacy systems constrain organizational agility (Omol, 2024; Slavík & Smejkal, 2024). This resonates with Schein's organizational culture theory, which emphasizes the difficulty of shifting deep-rooted values. However, in digital contexts, structural transformation often requires parallel experimentation—building new agile units alongside legacy structures, as observed in the case of public service VOD implementation.

Ecosystem-Embedded Innovation

The evidence suggests that streaming platforms are best understood as part of digital business ecosystems (Lee, et al., 2020). Their organizational change is

shaped not only internally but also by interactions with consumers, competitors, and technology partners. This supports co-evolutionary theories (Moore, 1996) and ecosystem perspectives, while also pointing to the need for frameworks that integrate strategic management, organizational change, and platform ecosystems into a single analytical lens.

Theoretical Implications

Finally, the analysis highlights a theoretical blind spot. Traditional models such as episodic vs. continuous change (Weick, et al., 1999; Tsoukas, et al., 2002) remain relevant but insufficient to capture the ecosystem-level, technology-enabled, and continuous adaptation observed in streaming platforms. A future research agenda should therefore focus on developing hybrid theories of digital organizational change, integrating insights from digital transformation, ecosystem theory, and organizational adaptation.

CONCLUSION

This systematic literature review set out to examine how streaming platforms experience and manage organizational change in the context of ongoing digital transformation. By synthesizing insights from 13 peer-reviewed studies, we identified three dominant themes that

characterize change within these digital platform organizations: strategic adaptation, structural transformation, and innovation capabilities. These findings consistently highlight a fundamental shift from static, product-centered models to dynamic, data-driven ecosystems that demand continuous responsiveness, structural agility, and sustained innovation. The review's findings offer explicit answers to the central research questions. Regarding RQ1, the primary drivers compelling continuous change are rapid technological advancements (e.g., cloud computing, AI), evolving market demands (e.g., personalization, on-demand content), and competitive pressures within digital ecosystems. For RQ2, key challenges include cultural resistance, legacy structural impediments, and the inherent complexity of continuous adaptation. Addressing RQ3, concepts of digital business ecosystems and co-evolution explain adaptation strategies, as platforms leverage external networks and collaborative practices. Finally, in response to RQ4, the review shows that while theories such as sensemaking and institutional theory provide valuable lenses, their application to the streaming industry exposes limitations concerning the speed, scope, and ecosystemic nature of digital organizational change, pointing to the need

for extension or integration with continuous change models.

The review demonstrates that successful digital transformation extends beyond adopting new technologies; it necessitates holistic organizational reconfiguration, strategic cultural alignment, and the development of agile leadership and governance frameworks.

Theoretically, this study contributes by synthesizing fragmented literature to present an integrated view of continuous organizational change in digital ecosystems, while exposing the limitations of existing theories. Practically, the findings provide actionable insights for industry leaders, emphasizing the institutionalization of customer-centricity, data-driven decision-making, agile structures, and proactive cultural management as critical strategies for navigating persistent technological and market shifts.

Despite these contributions, several limitations must be acknowledged. The reliance on a focused search string and a limited number of databases may have excluded relevant studies. Screening was conducted by a single reviewer, which, despite best efforts, introduces potential bias. Additionally, a formal quality appraisal of each study was not performed.

These methodological choices, while ensuring specificity, naturally constrain the breadth of captured literature. Moreover, the review reflects a concentration on large, Western-based firms, which may limit contextual generalizability.

In conclusion, this study highlights the urgency of reconceptualizing organizational change in the streaming sector as a process of continuous adaptation embedded in digital ecosystems. Beyond advancing academic debates, the findings offer practical guidance for platform managers navigating digital transformation. These insights provide not only a roadmap for scholars but also actionable strategies for practitioners seeking resilience and sustained competitiveness in increasingly complex digital environments.

Future Research Directions

Building on the findings of this review and acknowledging its limitations, several promising avenues for future research emerge. These directions directly respond to the theoretical, methodological, and contextual gaps identified in the literature.

Developing Integrative Theoretical Frameworks and Processual Views Current studies often rely on isolated frameworks such as the Resource-Based View, Change Management Theory, or ecosystem models.

Few attempt to integrate them into a comprehensive theory of digital organizational change that reflects the speed, scope, and interdependence of streaming platforms. Future research should develop integrative frameworks that combine strategic, structural, cultural, and innovation-based perspectives. Processual approaches that capture how transformation unfolds over time, rather than static snapshots, are also essential. In addition, exploring how organizational identity, leadership cognition, and employee sensemaking enable or hinder change would deepen understanding of transformation dynamics. Exploring the Impact of Emerging Technologies and Hybrid Models Technological drivers such as Artificial Intelligence, Machine Learning, and Generative Media Tools are rapidly reshaping not only business models but also internal operations. Future studies should examine AI's role in decision-making, automation, and content curation, especially its implications for organizational structures, job design, and power dynamics. The influence of generative AI on creative workflows, talent needs, and resource allocation also warrants attention. Furthermore, hybrid models—blending user-generated and studio content or integrating advertising, merchandising,

and live events—pose governance and structural challenges that require closer investigation.

Expanding Contextual Scope and Methodological Diversity Much of the existing research focuses on global Western platforms such as Netflix and Spotify, leaving significant contextual blind spots. Studies should investigate streaming services in emerging markets, where infrastructure, regulatory regimes, and audience behaviors differ markedly, potentially producing unique change trajectories. Research should also include public broadcasters, independent streaming firms, and regional platforms. Methodologically, longitudinal studies, ethnographic approaches, and mixed methods would capture lived experiences of transformation, including resistance, learning, and adaptation, providing richer insights into change over time.

Deepening the Understanding of Human and Cultural Dimensions. The human and cultural aspects of transformation remain underexplored compared with strategic and technological drivers. Future research should examine how digital change affects employee well-being, professional identity, and skill development. The roles of middle managers and informal leaders in executing digital

strategies and sustaining adaptive cultures deserve closer scrutiny. Understanding how organizational culture enables or resists innovation—and identifying effective interventions for cultural change—will be critical in supporting sustainable transformation.

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