

TWO DECADES OF RESEARCH ON MARKETING STRATEGIES: A BIBLIOMETRIC ANALYSIS OF SCHOLARLY TRENDS AND INSIGHTS

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Abstract—This study employs bibliometric analysis to provide scholarly insights into the research on marketing strategies for two decades from 2004 to 2024, by examining academic output, notable sources, top writers, top keywords and co-occurrences of keywords in the field. Retrieving the dataset of 653 documents from Scopus and Web of science databases, the study utilizes the biblioshiny R package to find the important themes, patterns, journal sources, keywords and trends in the literature on marketing strategies. The findings highlight the notable growth in research studies on marketing strategies, particularly in the last three years. Prominent academic journals such as the *Journal of Business Research* and *Journal of Marketing* are of great significance in the field of marketing strategies research, as they heavily influence the discourse, while Leonidou L. is considered as the most prominent author in the field. Furthermore, the authors' collaboration indicate that Simkin L. and Dibb S. have strong and frequent research collaboration in the field. Keyword analysis uncovers the important themes and concepts like "marketing," "marketing strategy," "commerce," and "sales". Thematic analysis found keywords that categorize the results into specialty, motor, basic, and emerging themes. This study broadens our understanding of marketing strategy literature and provide practitioners and researchers with a useful tool, to explore the changing dynamics of the field.

Keywords: Marketing Strategies, Bibliometric analysis, Biblioshiny, Network visualisation, Scientific mapping, R Studio.

INTRODUCTION

In today's competitive business environment, retaining skilled employees has become a major challenge for Organizational success has been greatly influenced by their marketing strategies, which serve as the cornerstone for constructing competitive advantages in fast-paced marketplaces. Due to changes in customer behaviour, digitalization, and technical improvements over the past 20 years, the global corporate environment has experienced substantial changes that have fundamentally altered marketing strategy. In order to be lucrative, businesses must possess both a strong and effective marketing department and a market-oriented approach. To maximize their impact, marketers need to be more innovative and accountable [1]. As a result, scholarly research on marketing techniques has expanded significantly, encompassing the intricacies and advancements within this domain. The goal of this study is to provide a thorough bibliometric analysis of marketing strategy research conducted during the previous 20 years. In 1969, Pritchard coined the term "bibliometrics" to replace the more vague and less widespread phrase "statistical bibliography" [2,3]. Since bibliometric analysis is a quantitative method of reviewing academic literature, it is beneficial for comprehending how marketing strategy research has changed over time. This approach provides a thorough picture of the evolution of the discipline by assisting in the identification of major themes, research trends, prominent writers, intellectual landscapes, and publications [4,5]. Prior bibliometric research in marketing has provided insightful information in several domains, including branding [6], digital marketing [7], consumer behaviour [8], and brand management [9]. Still, there isn't a thorough examination of marketing techniques as a whole, especially regarding how they've changed in the last 20 years. By performing a thorough bibliometric analysis of marketing strategy research published between 2004 and 2024, this study seeks to close this knowledge gap. This study looks at how academic trends, top journals, authors, productive nations, important themes, commonly used keywords, and new developments in marketing strategy research have changed over time.

This work attempts to map the intellectual landscape of marketing strategy research by methodically examining publications from the most reputable and important academic research databases i.e., Web of Science and Scopus. It identifies major themes, significant writers, and the most well-known fields of study that have influenced the conversation around marketing strategy. This analysis provides a roadmap for future research on this important topic in addition to shedding light on the historical development of marketing techniques.

Background of the Study

Nowadays, one of the main goals of management is to provide a positive client experience as customers now connect with businesses through multiple touch points across various channels and media, creating more complex customer journeys [10]. In this regard, a company's marketing initiatives are crucial for identifying its competitive advantages and guiding its strategy particularly when expanding into international markets [11]. A well-crafted marketing strategy or plan is necessary to carry out these marketing operations successfully and meet the goals of the business [12]. Hollensen (2020), in the *Journal of Business Research* defines a marketing strategy as "the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy both individual and organizational goals." The conventional 4Ps paradigm (Product, Price, Place, Promotion) of marketing strategy has been superseded by more sophisticated frameworks that place an emphasis on digital marketing, customer-centric strategies, and data-driven decision-making [13,14]. Big data, artificial intelligence, and social media are examples of how technology is being used into marketing tactics. This has opened up new research avenues and produced creative approaches that are more flexible and sensitive to changes in the market [15]. The marketing mix is the collection of components that make up the marketing strategy or plan. In order to elicit the intended response from the target market, the marketing mix is an effective instrument that blends distribution, pricing, promotion, and product [12]. The 4Ps have historically been used to identify the marketing mix. The mix now includes the 7Ps (product, pricing, place, promotion, tangible evidence, people, and processes) as a result of new instruments provided in marketing studies [16]. According to Varadarajan [17], strategic marketing is a crucial part of a business's overall plan and is necessary to achieve sustainability and long-term success in a cutthroat industry. Strategic marketing is a component of strategic management that collects and evaluates data about the market and rivals in order to give upper management the knowledge they need to make strategic decisions. By market segmentation, targeting, and positioning [18], it guarantees the best possible selection of value [19]. The goals of this study have led to the formulation of the following research questions:

1. From 2004 to 2024, what publication trend was there be in marketing strategies?
2. Which journals do academics choose most often to publish in when they conduct study on marketing strategies?
3. Which writers in the field of marketing strategies research are the most productive?
4. Which keywords appear most frequently in studies on marketing strategies?

METHODOLOGY

In order to assess and pinpoint publishing trends and patterns in the marketing strategies literature, the bibliometric analysis method was utilized. Research article, conference paper, and other scholarly document publishing trends were analyzed using bibliometrics, a quantitative/statistical method [20]. This methodology employs a quantitative approach to characterize, evaluate, and track published research [21], as well as to investigate the evolution of a particular topic of study [22]. Because of its clear and repetitive review procedure that improves the quality of analysis, bibliometrics is regarded as being more objective and dependable among different qualitative and quantitative review approaches [5]. Bibliometric techniques are useful for several kinds of analyses, such as publishing trend, author analysis, journal analysis, citation analysis, co-author analysis, keyword analysis and co-occurrence analysis [21].

Software for data analysis

For its analysis, the study used R Studio biblioshiny package. R is a powerful tool for in-depth bibliometric study because it is a language built for statistical computing and visualization. Because of its many benefits for statistical research, researchers, data analysts, and professionals in analytics use this functional, object-oriented, and highly extendable programming language [23, 5]. Because R includes numerous packages that are updated frequently often daily it is especially well-suited for bibliometric research [24]. Data for this study was taken from the Web of Science and Scopus databases, transformed into a bibliometric file, and then examined using the biblioshiny package in R Studio to allow for additional analysis. The study determined the most important keywords, the most active journals, the top authors, and the most impact papers on marketing strategies research through this analysis.

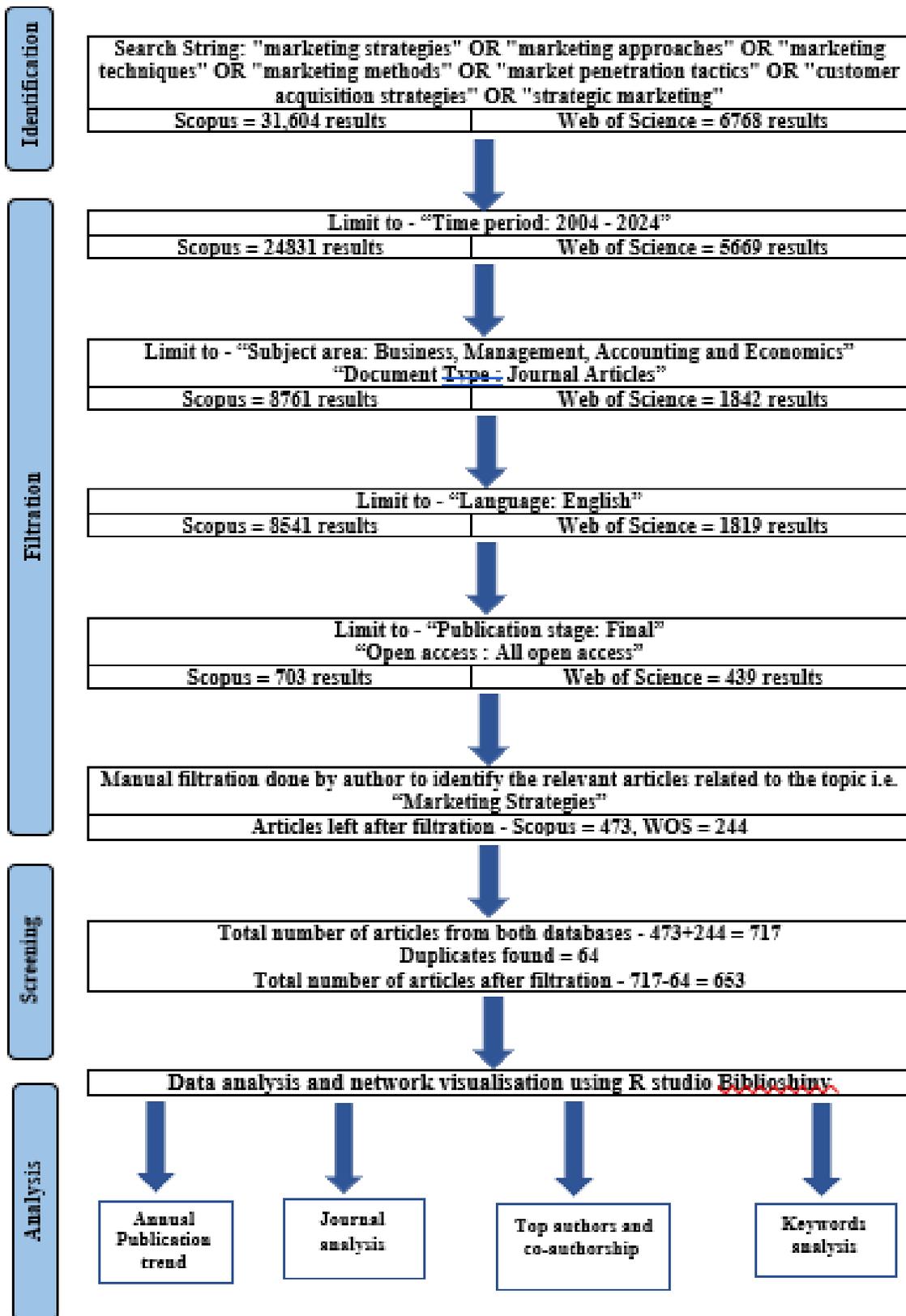
Databases and Keywords

Scopus and Web of Science are two of the most extensive and meticulously kept databases from which data were gathered for this study. The study of Solanki, M. in 2023 [25] states that these databases have their broad coverage of publications in the subjects of management, commerce, and other pertinent areas. The data from 2004 to 2024 was taken from both databases. The following fields were searched in order to find the literature documents: "Topic, Abstract, Author keywords, and Keyword Plus" in Web of Science and "Article title, Abstract, Keywords" in Scopus. ("marketing strategies" OR "marketing approaches" OR "marketing techniques" OR "marketing methods" OR "market penetration tactics" OR "customer acquisition strategies" OR "strategic marketing") was the search string used to ensure precise results. At first, 6,768 results were identified in Web of Science and 31,604 results in Scopus. Upon applying a time period filter (2004–2024), 24,831 results from Scopus and 5,669 results from Web of Science were retrieved. Following refining to pertinent fields including accounting, economics, management, and business produced 8,761 articles from Scopus and 1,842 articles from Web of Science. Restricting the search even more to English-language publications produced 1,819 items in Web of Science and 8,541 articles in Scopus. Following that, a publishing-focused filter was used, resulting in 3,716 articles from Scopus and 1,819 from Web of Science that were chosen in their final publication form. Lastly, restricting the search to "open access" publications yielded 439 results from Web of Science and 703 results from Scopus. The authors examined each article's title, abstract, and full text in order to exclude any unnecessary content. As a result, 230 irrelevant articles from Scopus and 195 from Web of Science were eliminated. Biblioshiny was then used to integrate the selected data from both databases, producing a total of 717 documents. 653 publications were left for analysis and result presentation after 64 duplicates were eliminated.

Statistical summary of the data

The scope of this work was to gather and analyze data from two large databases, Web of Science and Scopus, spanning the years 2004 to 2024. Data were sourced from Web of Science in plain text format and Scopus in BibTex format. After merging the data from the two databases, duplicates were eliminated, and R Studio was used to analyze the outcomes. 653 documents were examined in total after 230 irrelevant articles from Scopus, 195 from Web of Science, and 64 duplicate documents were removed from the combined dataset.

Key data on publications pertaining to marketing strategies are shown in Table 1, which also shows an annual growth rate of 2.05% in the total number of papers published on this subject. There were 40.3 citations on average per document. Throughout all publications, 303 sources were found, including 1,365 Keyword Plus and 2,222 author keywords, demonstrating the wide range of study on "Marketing Strategies." Out of all the documents, 73 had a single author, while the other documents were co-authored, with an average of 2.99 co-authors each.



Source: Authors' compilation

Description	Results
<i>Main information about data</i>	
Timespan	2004:2024
Sources (journals, books, etc)	303
Documents	653
Annual growth rate %	2.05
Document average age	5.87
Average citations per doc	40.3
<i>Document contents</i>	
Keywords plus (ID)	1365
Author's keywords (DE)	2222
<i>Authors</i>	
Authors	1810
Authors of single-authored docs	71
<i>Authors collaboration</i>	
Single-authored docs	73
Co-authors per doc	2.99
<i>Document types</i>	
Article	650
Article; early access	1
Article; proceedings paper	2

Table 1. Main information on marketing strategies publications

Source: Authors' compilation

Annual Publication of articles

Figure 1 shows the trend of annual publication of articles in the area of marketing strategies. In the initial years, the graph shows low number of articles, ranging from 4 to 7 articles annually. There has been a consistent rise beginning from 2011, with the total number of articles progressively increasing from 13 in 2011 to 32 in 2017. The number of publications increases from 39 in 2018 to 90 in 2022, indicating a more noticeable development pattern beginning in 2018. With 100 articles, 2023 reaches the maximum point. The information indicates a notable increase in interest and publication in the field of marketing strategies, especially in the previous several years. The dramatic rise of publications in recent years may be due to increased interest in the topic, advancements in the field, or other causes.

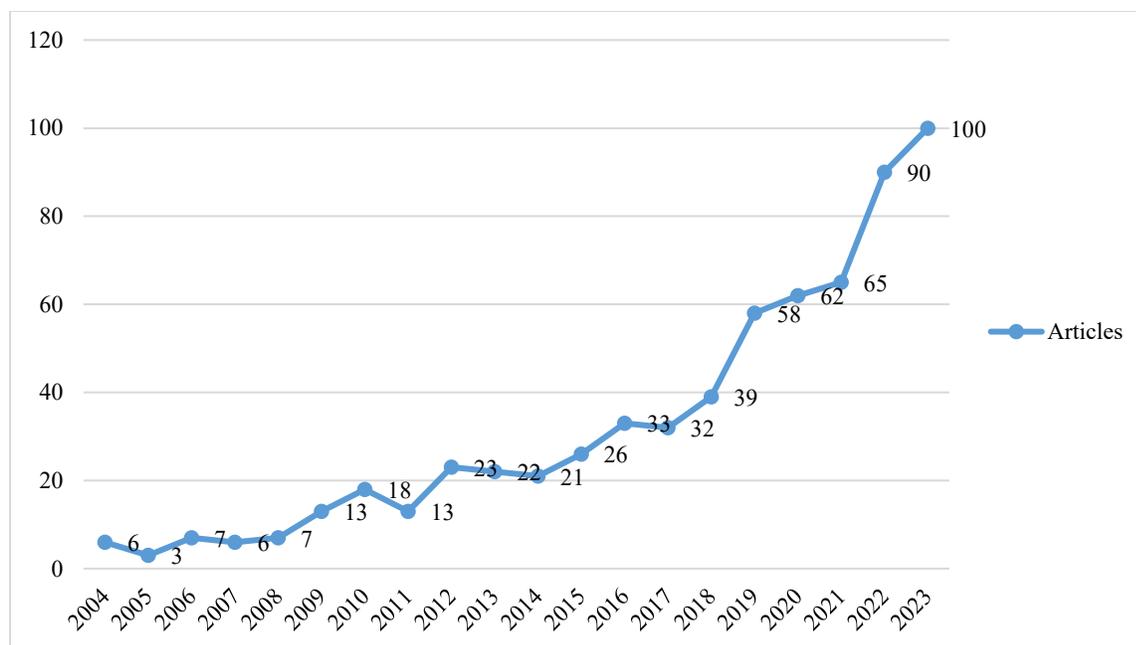


Figure 1. Annual publication trend of articles

Source: Authors’ compilation

Top Journals/ Most Influential Journals by Publication and Citation

Figure 2 indicate the top 20 journals on the basis of number of articles published in that journal. The figure shows that out of 20 journals, six journals have published more than 10 articles. *Journal of Business Research* has published maximum number of articles i.e., 31, in field of marketing strategies, followed by *International Marketing Review Journal*, *Industrial Marketing Management Journal*, *Journal of Theoretical and Applied Communication*, *European Journal of Marketing* and *Innovative Marketing Journal*, having 17, 14, 13, 12, 11 publications respectively. Table 2 presents the top 20 journals on the basis of citation received and H-index. Hirsch [26] established the Hirsch-index, also referred to as the H-index, in 2005 as a way to assess writers' and journals' performance. It functions as a single indication to show the influence of publications made by a scientist or journal through citations, as well as the volume of those articles [27, 28]. "The automated calculation of H-indices has become a standard feature in major bibliographic databases such as Web of Science and Scopus" [29]. Table 2 presents that one journal has received maximum number of citations i.e., 5913 and out of remaining, two journals have received citations more than 2000 i.e., *Journal of Business Research* and *Journal of Academy of Marketing Science*, received 2561 and 2140 citations respectively. Other journals have received less than 1000 citations. In the context of h-index, *Journal of Business Research* is the most influential journal with the highest h-index i.e., 18, followed by *International Marketing Review Journal* and *Industrial Marketing Management Journal* with h-index of 12 and 10 respectively.

Source	TC	h_index
Journal of Marketing	5913	9
Journal of Business Research	2561	18
Journal of the Academy of Marketing Science	2140	8
Technological Forecasting and Social Change	672	9
International Marketing Review	621	12
European Journal of Marketing	547	9
Industrial Marketing Management	476	10
Journal of Retailing and Consumer Services	399	7

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Business Strategy and the Environment	327	4
Journal of International Marketing	282	5
British Food Journal	245	8
Journal of Marketing Management	231	5
Journal of Theoretical and Applied Electronic Commerce Research	184	9
Journal of Business & Industrial Marketing	173	5
Journal of Business and Industrial Marketing	138	6
International Journal of Research in Marketing	115	4
Journal of Cleaner Production	110	6
International Journal of Contemporary Hospitality Management	82	4
Innovative Marketing	63	5
Cogent Business and Management	44	4

Table 2. Top 20 journals by citations received and H-index

Source: Authors' compilation

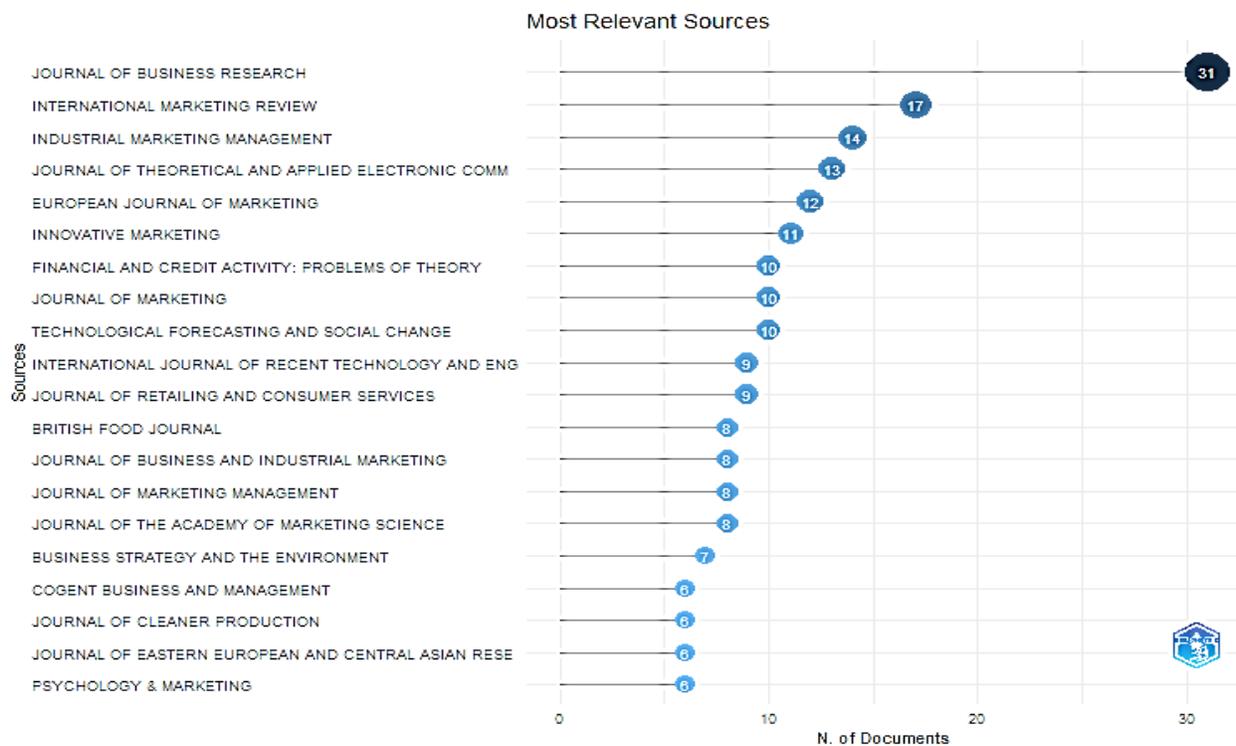


Figure 2. Top 20 journals by publication

Source: Authors' compilation

Sources' Production Over Time

Figure 3 shows the articles produced by different sources from 2004-2024. This graph probably shows how different sources' output has grown over time. It indicates that, only two journals have started production in 2004, for some sources, production begins to climb about 2008 and increases significantly after 2015. The cumulative occurrences for multiple

sources exhibit substantial rises around 2020, suggesting that many sources began to produce more during this period. After a while, a few sources seem to stagnate and show little to no increase.

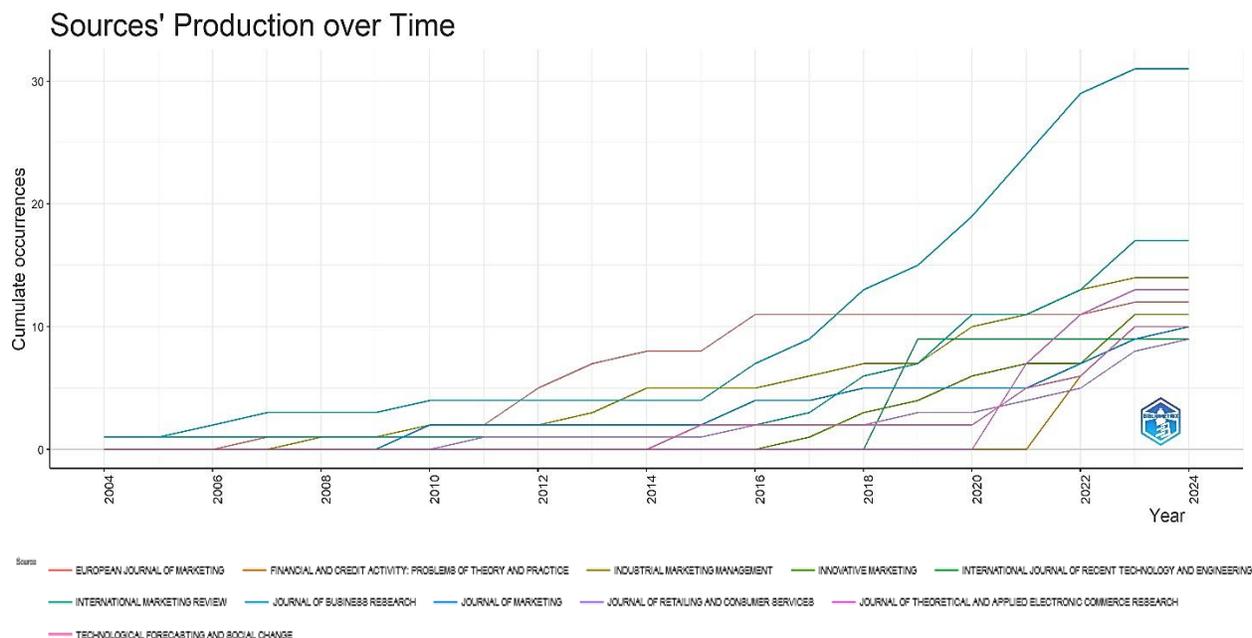


Figure 3. Source growth

Source: Authors' compilation

Top Authors by Publication and Citations

Figure 4 indicates the top 20 authors on the basis of number of articles published by authors. It shows that 3 authors have published maximum number of articles. Dibb S, Lee J and Lindgreen A have published five articles. Simkin L and Wang Y have published 4 articles. Others have published 3 articles each. Table 3 represents the top 20 authors on the basis of citations received. Leonidou L has received the maximum citations, i.e., 662 citations but has only 3 publications in the field. Carrigan M have received 527 citations, followed by De RK, Zeriti A, Papadas K and Avlonitis G received 506, 484, 445 and 432 citations respectively. As per the table 3 and figure 4, Dibb S has the maximum h-index and number of publications but has received only 122 citations.

Author	TC	h_index
LEONIDOU L	662	3
CARRIGAN M	527	3
DE R K	506	3
ZERITI A	484	3
PAPADAS K	445	3
AVLONITIS G	432	2
WANG Y	275	3
LEE J	221	4
RUSSELL-BENNETT R	183	3
DIBB S	122	5
AMANKWAH-AMOAH J	122	3

LINDGREEN A	122	3
SIMKIN L	93	4
AL-SURMI A	73	2
ZHANG Y	41	3
HU L	34	3
AHMED R	32	2
EAGLE L	28	3
ABU F A	20	3
ROCHA T	16	3

Table 3. Top 20 authors by H-index and citations received

Source: Authors' compilation



Figure 4. Top 20 authors by publication

Source: Authors' compilation

Authors' collaboration

Figure 5 shows the collaboration network of authors. According to Acedo et al. [30], co-authorship is recognized as the most formal manifestation of intellectual collaboration in scientific research. Co-authoring a work of literature is an indication of author collaboration [31]. A study that produces more or better scientific output than could be produced by a single author needs the combined efforts of two or more writers [30]. Each node (circle) in figure represents the author and the lines connecting these nodes indicate the collaborative relationship (co-authorship) among the authors. Thickness of lines indicate the strength of collaboration. Size of node presents the centrality of particular author in the network. In figure, the collaboration among Reklitis D.P., Sakas D.P., and Dasaklis T.K. is shown by grey cluster and as the size of node is bigger, it indicates that these authors have collaborated frequently. Another strong collaboration among Simkin L.P. and Dibbo S. is presented by red cluster and the larger size of node indicate the frequent co-authorship among them.

The collaboration among other authors indicated by clusters of different colours, which are small in size, represents the less frequent co-authorship or collaboration among them.

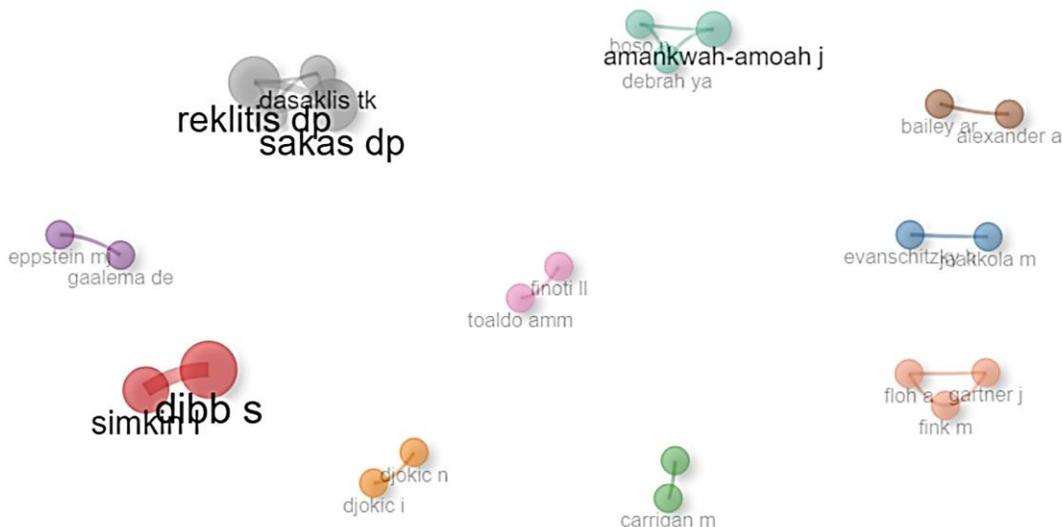


Figure 5. Network of authors’ collaboration

Source: Authors’ compilation

Most Globally Cited Papers

The table 4 provide the information regarding the total citations and average number of citations received by the 10 most globally cited academic publications in the field of marketing or related disciplines. It demonstrates that Lemon K's works in the Journal of Marketing have garnered the most citations i.e., 2694 and an extraordinarily high average i.e., 299.33 citations annually. Papers by Zhu F and Kozinets R in *Journal of Marketing* each of which has received over 1,300 total citations and more than 90 citations annually, indicate their significant impact over a long period of time. Other papers have received less than 1000 citations. In table, high citation rates for recent works indicate issues of great current interest and new trends. On the other hand, low citation rate papers, could be historical or specialized, adding less to the current conversation but still being useful in their respective fields.

Paper	DOI	Total Citations	TC per Year
LEMON K, 2016, J. Mark.	10.1509/jm.15.0420	2694	299.3333333
ZHU F, 2010, J MARKETING	10.1509/jmkg.74.2.133	1419	94.6
KOZINETS R, 2010, J. Mark.	10.1509/jmkg.74.2.71	1360	90.66666667
DAVENPORT T, 2020, J. Acad. Mark. Sci.	10.1007/s11747-019-00696-0	907	181.4
HE H, 2020, J. Bus. Res.	10.1016/j.jbusres.2020.05.030	834	166.8
BERTHON P, 2012, Bus. HORIZONS	10.1016/j.bushor.2012.01.007	655	50.38461538

HAYS S, 2013, Curr. ISSUES Tour.	10.1080/13683500.2012.661 5	616	51.33333333
HUANG M, 2021, J. Acad. Mark. Sci.	10.1007/s11747-020-00749- 9	444	111
MAYZLIN D, 2006, Mark. Sci.	10.1287/mksc.1050.0137	423	22.26315789
SHANKAR V, 2010, J. Interact. Mark.	10.1016/j.intmar.2010.02.00 6	401	26.73333333

Table 4. Top 10 most global cited documents

Source: Authors' compilation

Most Frequent/Most Occurring Keywords

According to Bramer et al. [32], keywords are an essential component of research since they identify and represent the main subject of a study area. A distinct viewpoint for comprehending the subjects that writers have covered is provided by keyword analysis [33]. Figure 6 indicates the top 10 most frequently occurred keywords. It shows that one keyword has the highest frequency of occurrence. The keyword “marketing” has 57 occurrences, followed by “impact” and “commerce” having 34 and 32 occurrences respectively. This implies that these are the primary themes or concepts found in the investigated documents. The keywords such as “perceptions” and “performance” have less frequency of occurring. Figure 7 shows the word cloud which is made from author’s keywords by using Biblioshiny. The size of each word in figure 7 denotes its importance and frequency in the field. It can be seen in the figure 7 that the word “marketing” is most frequently used by researchers, followed by “commerce”, “impact” and “marketing strategy”. Other keywords such as “perception”, “sales”, “satisfaction” and “adoption” are small in size which shows that they are less frequently used and some other keywords are very small in size, it suggests that there hasn't been as much research done on these subjects, which can be investigated in subsequent studies. A word tree, as shown in Figure 8, can be used to assess the importance of various criteria and analyze the frequency of occurrences [25]. The graph is a tree map representation, which displays the frequency of various subjects related to marketing strategies. We can observe from the figure that “marketing” has the highest percentage of occurrence, i.e., 9%, followed by “impact”, “commerce”, “marketing strategy”, “antecedents” and “models” having 5%, 5%, 4%, 4% and 4% respectively. The keywords with very low percentage of occurrence including “competition”, “uncertainty”, “internet”, “information”, “big data”, “technology” and others suggests that presently, these keywords are not much used in the field and research can be done using these keywords in future.

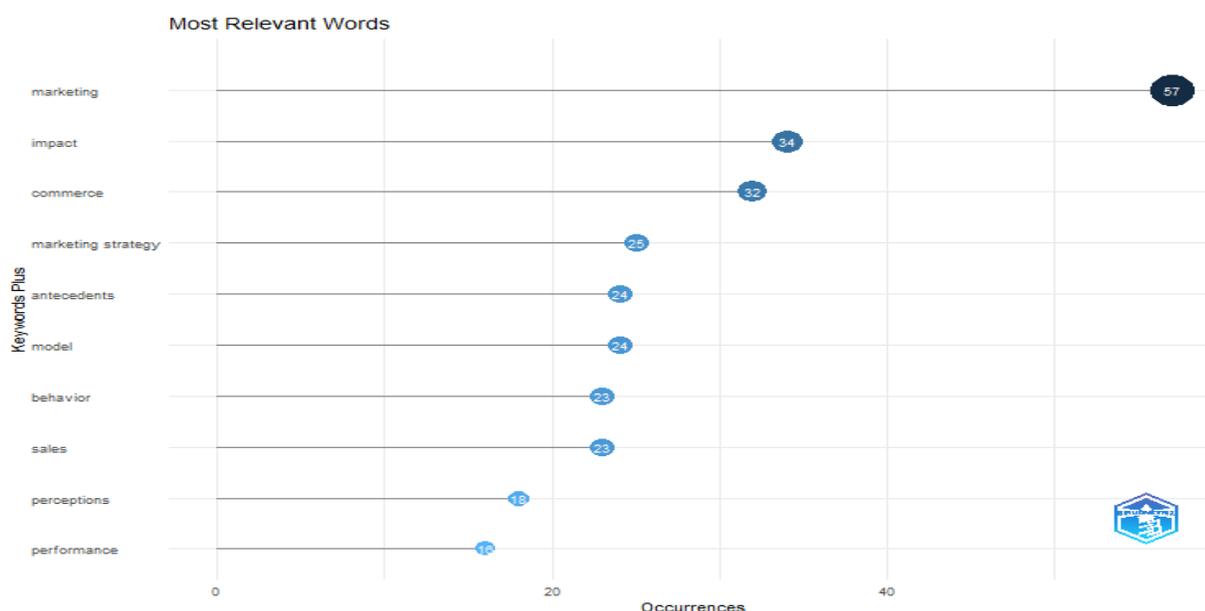


Figure 6. Top 10 most frequent keywords

Source: Authors' compilation



Figure 7. Word Cloud

Source: Authors' compilation



Figure 8. Tree map analysis

Source: Authors' compilation

Drivel and Kroeber [34] introduced cluster analysis to the social science community for the first time in the 1930s. Figure 9 shows the cluster analysis. It presents the central node and clusters of nodes showing the relationship between various keywords related to marketing through network visualisation. In this, various keyword plus properties are used to frame different clusters. The evaluation of co-citation network themes is aided by cluster analysis [25]. In figure 9, five clusters of red, blue, purple, green and orange colour are framed with Biblioshiny from Keyword Plus. The colours of clusters show that keywords grouping within a same colour have similar characteristics. Red cluster indicates the group of keywords which are directly relevant to marketing. Purple cluster shows a close association between "commerce" and "marketing strategy," with a focus on both. Blue cluster mostly focuses on "impact" and "behaviour", most likely in relation to marketing tactics, causes and consequences. Green cluster represents the other related but distinct themes such as performance and knowledge.

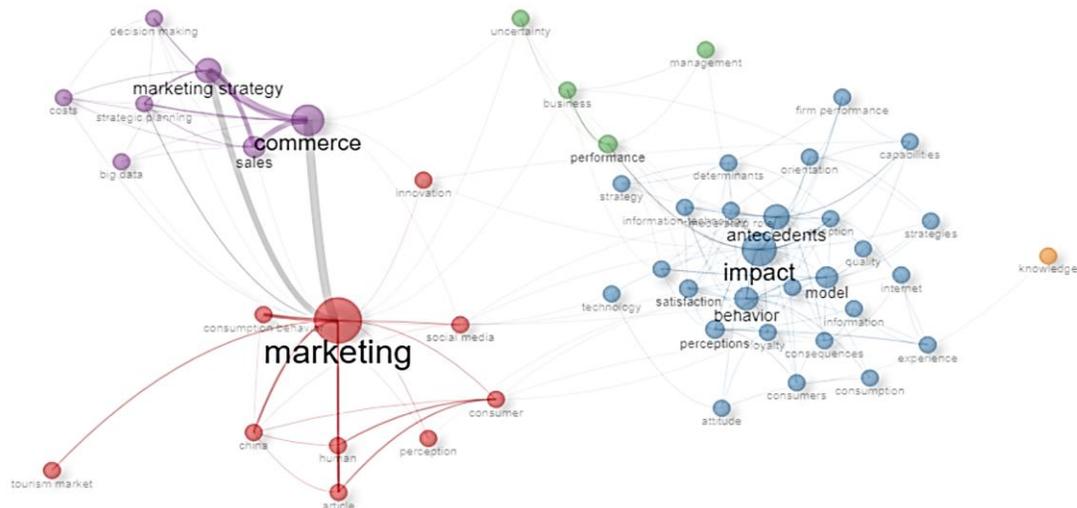


Figure 9. Keyword cluster

Source: Authors' compilation

Thematic Map Analysis

One popular remote sensing method that uses picture categorization analysis is called "thematic mapping" [35]. The use of theme maps for communication is an extremely risky and complex endeavour [36]. By emphasizing the structural links between several research disciplines, this method provides insights into important topics and their implications [37]. A thematic map, as illustrated in figure 10, is a data visualization that incorporates a quadrant analysis of the subjects with centrality lies on the x-axis and density lies on the y-axis. In the map, four quadrants are presented. Themes in the upper left quadrant (niche themes) including "human", "consumer" and "article" are highly developed but less central (low relevance). It shows that these subjects may not have many connections to other fields of study. Themes in the upper right quadrant (motor themes) are both important and well-developed. The absence of explicit themes in this image implies that the most important subjects may not yet be fully established. Themes in the lower left quadrant (emerging or declining themes) are not well developed or relevant. These might be still-developing, emerging fields and less-important fields of study. The absence of any distinct themes in this quadrant of the image may point to a concentration on more well-established or prominent themes in the study. Themes in the lower right quadrant (basic themes) including themes such as "impact" "antecedents" and "model", though not particularly developed but are extremely pertinent. These are basic research topics that are essential to the discipline but may still be developing or changing. Thus, more research articles should be written on such themes by researchers in future.

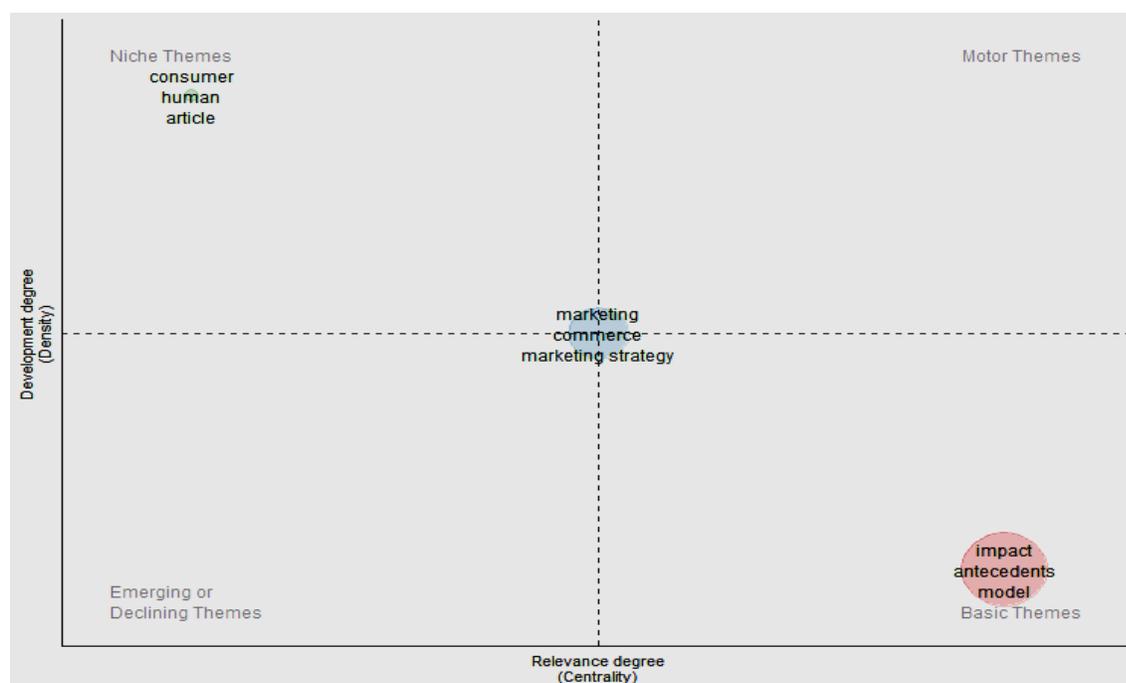


Figure 10. Thematic map analysis

Source: Authors' compilation

RESULTS, DISCUSSION AND CONCLUSION

This study has examined the research trends in publications on marketing strategies for the last twenty years, using bibliometric analysis. By using scientific publications as data sources, bibliometric literature analysis provides insights into the evolution, organization, and relationships within research [38]. As per the objectives, the study attempts to exhibit the research trend, top researchers, top journals, most globally cited documents and the relevant keywords in the research field of marketing strategies, by using biblioshiny. R-studio was used in the study as software tool for analysing data. In study, the published data from 2004-2024 was considered. 653 research articles, published in the Scopus and Web of Science databases, are included in the study. A total of 1,881 authors and 303 journals have contributed in the selected research articles on marketing strategies. The average number of publications is 32.6 articles per year. This number will improve in future as the annual article publication trend is continuously rising. The analysis of the sources revealed that, with 31 publications, the *Journal of Business Research* has published the maximum research articles in the field; all other journals published less than 20 articles. These startling statistics imply that journals ought to give more priority to publish work in the field of marketing strategies. *Journal of Marketing* has received the maximum citations, i.e., 5913 citations and has the h-index, i.e., 9. Further, in source growth analysis, it was found that many journals have started publishing on marketing strategy research after 2008. As per the author analysis, Dibb S, Lee J and Lindgreen A has written the maximum number of articles with 5 articles each. With 662 and 527 citations, Leonidou L and Carrigon M have received the maximum citations overall. The article written by Lemon K in *Journal of Marketing*, is considered as the most globally cited document and has received the maximum citations, i.e. 2694 with 299.3 citations per year. In keyword analysis, word occurrence graph, word cloud, word tree, thematic map and keyword cluster analysis are shown. Through these, it was observed that keywords such as: marketing, impact, marketing strategy and commerce were highly used keywords in research articles. Additionally, a lot of articles have been published on issues including marketing, commerce, and marketing strategy, which were considered to be the main themes. Impact, antecedents and model are basic themes. A lot of work has been done on these themes but still not extensively explored yet. It was found that there is absence of motor and declining themes. It shows that there is neither any theme in the field of marketing strategy which is strongly developed and relevant nor any theme which is very less developed and less relevant. The themes like impact, antecedents, consumer are currently having low relevance and development. These themes could be given priority for further study in order to increase the significance and advancement of these areas within the field. In conclusion, the research has methodically examined the conceptual framework found in the marketing strategy literature. With regard to

the number of articles published and citations received, readers may find out about major writers, research journals, associations, and keywords in this analysis.

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