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Bibliometric Analysis of Corporate Strategy and Digital Transformation Literature

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Abstract

There is tremendous growth in Digital Transformation as Corporate Strategy, where accelerated the adoption of digital tools and platforms as companies sought to maintain connectivity, improve efficiency, and engage customers online. Digital Transformation is a business strategy that uses digital technology to improve an organization's processes, products, and operations. With this study, it is aimed to conduct a bibliometric analysis of the publications that were published between 2011-2025 and can be accessed through Scopus, which is considered a qualified database. As a result of the analysis made by the Vosviewer program, the publications produced by individuals or institutions in a specific period and a specific region and the relationships between these publications are revealed numerically and visually. According to results; China is the country with the highest number of publications and citations. Germany follows it in the second place. For institution, Free University of Bozen-Bolzano at front with 2 documents and 187 citations. the journal with the most citations in the literature is School of Accounting, Zhongnan University and Research Center of Finance, Shanghai. The most publication is Free University of Bozen-Bolzano. The most occurrence for keywords are Digital Transformation, Corporate Strategy and Innovation.

Keywords: Digital Transformation, Corporate, Business Strategy

1. Introduction

Corporate strategy and digital transformation have become intertwined as businesses navigate an increasingly digitalized economy. Organizations must integrate digital technologies into their strategic frameworks to maintain competitiveness, improve efficiency, and enhance customer engagement (Bharadwaj et al., 2013).

The COVID-19 pandemic brought unprecedented challenges for businesses worldwide, transforming industries and compelling organizations to rethink their strategies. It underscored the significance of corporate resilience, adaptability, and innovation in responding to global crises.

As companies faced disruptions in supply chains, workforce management, consumer behavior, and operational frameworks, leaders had to adopt flexible approaches to navigate uncertainty. Business strategies during the pandemic evolved to emphasize several key aspects:

- a. Crisis Management and Business Continuity: Organizations focused on swift responses to sustain operations and protect employees. Many adopted remote work, reinforced safety measures, and developed contingency plans.
- b. Digital Transformation: The pandemic accelerated the use of digital technologies, enabling companies to

- maintain communication, enhance efficiency, and engage customers online.
- c. Stronger Supply Chains: Businesses reassessed their supply networks to minimize reliance on single sources, diversify suppliers, and prioritize local sourcing to mitigate risks.
 - d. Employee Well-being: The crisis highlighted the importance of supporting employees' physical and mental health through flexible work arrangements, wellness initiatives, and clear communication.
 - e. Customer-Centric Innovations: With shifts in consumer priorities and behaviors, businesses pivoted their products, services, and marketing approaches to meet new demands.
 - f. Sustainability and ESG Initiatives: Many organizations recognized the importance of sustainability and social responsibility, integrating environmental, social, and governance (ESG) factors into their strategies to align with evolving stakeholder expectations.

By analyzing the strategies adopted during the COVID-19 pandemic, businesses can gain valuable insights into how to build resilience, adapt to disruptions, and thrive in a volatile and uncertain world. These lessons remain relevant for navigating future crises and achieving long-term success.

This work aims to undertake a comprehensive bibliometric review, outlining the key element of connection between Corporate Strategy and Digital Transformation for the next theoretical and empirical studies. We use bibliometric meta-analysis, data visualization and content analysis tools (Alon et al., 2018). As of now, there are some researches regarding Corporate Strategy and Digital Transformation that have explained the connection and relation between them. This study is structured as follows, section 2 explores Literature Review, section 3 discusses methodological, Section 4 Results and Findings and Section 5 conclusion.

2. Method

Data for this research were extracted from the Scopus database using the document analysis method. The systematic analysis and review of printed and electronic documents are defined as document analysis. The Scopus database search using both the keywords “Corporate Strategy” and “Digital Transformation” covering certain years (2011-2025). Additionally, among these results, the particle filter was used to assess only the articles. At least 1 article, using the code below to Scopus, we define those 132 documents fulfill the criteria.

The code is as below

TITLE-ABS-KEY (Corporate Strategy AND Digital Transformation) AND PUBYEAR > 2010 AND PUBYEAR < 2025 ANF (LIMIT- TO (PUBSTAGE, “final”))

Table 1: Number of Publications on Corporate Strategy and Digital Transformation

No.	Year	Number of Article
1.	2011	1
2.	2016	1
3.	2017	1
4.	2018	2
5.	2019	1
6.	2020	7
7.	2021	19
8.	2022	23
9.	2023	28
10.	2024	46
11.	2025	31

As seen in Table 1, the articles on Corporate Strategy and Digital Transformation are the most published in 2024. The language of the all publications in searches done expressly for Scopus is English.

Table 2: List of Keywords

No	Keyword	Number of Articles
1	Corporate Strategy	70
2	Digital Transformation	79
3	China	34
4	Innovation	24
5	Digitalization	21
6	Sustainability	16
7	Sustainable Development	14
8	Corporates	11
9	Decision Making	15
10	Governance Approach	9

Author, institution, country and source were used to examine the data. One hundred thirty-two publications on Corporate Strategy and Digital Transformation ran simultaneously with these analysis to eliminate overlap. The study's main limitation is that there is only one database, Scopus, through which the publications could be retrieved.

3. Results

3.1. Top Streaming Countries

Data was analyzed at the program according to citation. The top 10 countries that produce the most publications for article studies on Corporate Strategy and Digital Transformation are listed in Table 3. The nation with the most publications and citations is China. Germany follows it in the second place.

In Figure 1 where the bibliometric network analysis is shown, it is possible to see the connections between countries with the display of common colors. The size of the circle indicates the excess number of publications belonging to the countries. Circle colors denote the existence of joint work between countries. The lines between the circles show which countries have relations with others.

Table 3: Top Streaming Countries

Country	Document N.	Citation N.
Australia	2	9
Austria	3	136
Belgium	1	1
Brazil	5	149
Bulgaria	4	14
Canada	2	77
Chile	1	17
China	46	792
Colombia	2	1
Czech Republic	2	30
Denmark	3	112
Finland	1	2
France	2	302
Georgia	1	3
Germany	13	154
Greece	1	135
Hongkong	1	4
Hungary	1	3
India	5	37
Indonesia	1	1

Israel	1	7
Italy	4	214
Latvia	1	0
Liechtenstein	1	4
Malaysia	3	7
Mexico	2	5
Mirkus Inc	1	1
Netherlands	3	34
New Zealand	1	17
Nigeria	1	0
Pakistan	1	9
Philippines	1	26
Portugal	3	182
Russian Federation	11	65
Saudi Arabia	1	5
Singapore	1	1
Slovakia	2	135
South Korea	7	70
Spain	3	111
Switzerland	3	207
Taiwan	3	318
Tunisia	1	14
Turkey	5	70
Ukraine	2	3
United Kingdom	9	299
United States	10	231
University of Alicante	1	49
Vietnam	1	2

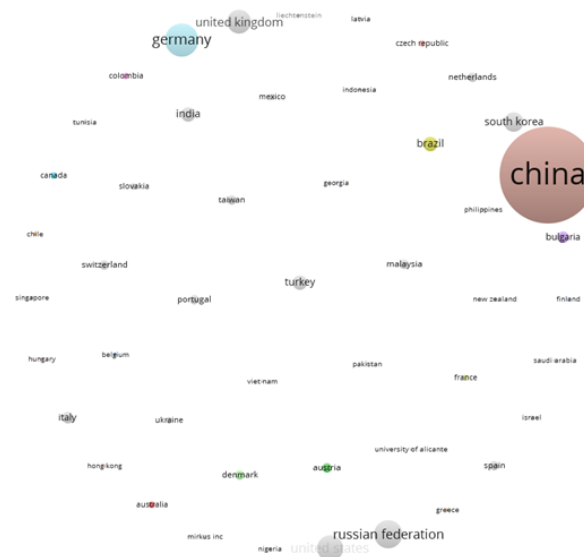


Figure 1: Country Network Map (Corporate Strategy and Digital Transformation)

When findings are evaluated in terms of linkage strength, there are no countries with the highest power.

3.2. Top Publishing Institution

In the program, data were analyzed under the citation. The top 16 institutions that provide the most papers for article research on Corporate Strategy and Digital Transformation are listed in Table 4. School of Accounting, Zhongnan University and Research Center of Finance, Shanghai with 1 document and 307 citations.

Table 4: Top Publishing Institutions

Institution	Document N.	Citation N.
Department of Applied Informatics, University of Macedonia	1	135
Department of Manufacturing Management	1	132
Department of Production Engineering	1	139
Ecole de management leonard de vinci	1	225
Em Normandie, 64, rue ranelagh	1	225
Engineering Management, College of	1	139
Free University of Bozen-Bolzano	2	187
Group of Sustainability, School of Management	1	139
IPAG Business School	1	225
ISEG – Lisbon School of Economics	1	176
Mountainuniversitat Leoben	1	132
National Taiwan University	1	306
Neoma Business School	1	225
Research Center of Finance, Shanghai	1	307
School of Accounting, Zhongnan University	1	307
University Aberta	1	176

In figure 2 where the network maps are shown, it is possible to see the connections between institutions with the display of common colors.



Figure 2: Top Publishing Institutions Network (Corporate Strategy and Digital Transformation)

3.3. Sources with the Most Publications

Data was analyzed at the program according to citation As seen in Table 5, the journal with the most citations in the literature is Technological Forecasting and Social Change. The most publication is Sustainability (Switzerland).

Table 5: Top Publishing Institutions

Publisher	Document N.	Citation N.
Aip Conference Proceedings	2	1
Applied Economics	5	12
Applied Economics Letters	2	21

Business Strategy and The Environment	5	161
Industry 4.0 for smes: challenges	2	187
Journal of Business Research	3	273
Journal of Environmental Management	2	4
Lecture notes in Business Information	2	4
Resources Policy	2	10
Sustainability (Switzerland)	16	250
Systems	2	3
Technological Forecasting and Social Change	8	368
Technology Analysis and Strategic Marketing	2	7
Technology in Society	4	363

In Figure 3 where the network analysis is shown, it is possible to see the connections between sources with the display of common colors. There is no linkage. The top documents and citations number is Technological Forecasting and Social Change

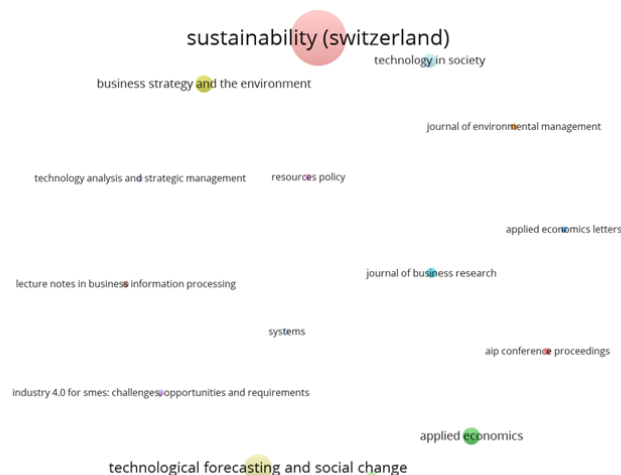


Figure 3: Public Network Map (Corporate Strategy and Digital Transformation)

3.4. Co-occurrence Keywords

The keyword analysis was done to assess the subject matter of related scientific articles. Two were determined to be the bare minimum of occurrences in this investigation. The most occurrence for keywords are Digital Transformation, Corporate Strategy and Innovation.

Table 6: Keyword Occurrence

Keyword	Occurrences
Digital Transformation	64
Corporate Strategy	16
Digitalization	8
Business Strategy	6
Corporate Governance	5
Industry 4.0	7
Innovation	9
Big Data	4

Strategic Management	4
Digital Strategy	5

Figure 4 displays the most popular terms associated with the idea of Corporate Strategy and Digital Transformation or the map of research trends. The circle size depicts the overuse of the keywords, the circle colors show which keywords are used in conjunction, and the lines connecting the circles demonstrate that the keywords are connected. The most linkage for occurrence keywords are Digital Transformation, Corporate Strategy and Innovation.

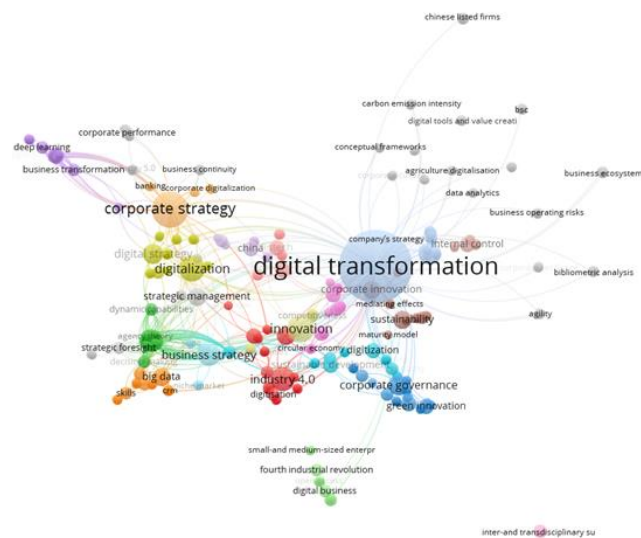


Figure 4: Keyword Network Map

4. Discussion

The Scopus database has been used in this study to review the literature on connection between Corporate Strategy and Digital Transformation. It uses Vosviewer, an application that makes easier to comprehend and see the data, analyses conducted regarding the keywords “country”, “institutions”, “sources”, “author” and “keyword occurrence”. The field literature is dominated by China and Germany. This circumstance also demonstrates the link between academic research and sectoral indicators. According to results; China is the country with the highest number of publications and citations. Germany follows it in the second place. For institution, Free University of Bozen-Bolzano at front with 2 documents and 187 citations. the journal with the most citations in the literature is School of Accounting, Zhongnan University and Research Center of Finance, Shanghai. The most publication is Free University of Bozen-Bolzano. The most occurrence for keywords are Digital Transformation, Corporate Strategy and Innovation.

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