

Bibliometric Analysis of Corporate Innovation Strategy

Loso Judijanto

IPOSS Jakarta, Indonesia and losojudijantobumn@gmail.com

ABSTRACT

This study aims to map the intellectual structure, research trends, and emerging themes in the field of corporate innovation strategy using a bibliometric approach. Data were collected from a reputable academic database and analyzed using bibliometric techniques, including co-occurrence and network visualization with VOSviewer. The findings reveal that innovation and corporate strategy constitute the core of the research domain, indicating that innovation is widely positioned as a central mechanism in shaping firm performance and competitive advantage. The analysis also identifies several major thematic clusters, including strategic management and competitiveness, sustainability and corporate social responsibility, and knowledge and research development. Furthermore, the overlay and density visualizations highlight a noticeable shift in recent studies toward sustainability-oriented innovation, digital transformation, and responsible business practices. These results suggest that the field is evolving from a firm-centric and competition-driven perspective toward a more integrated framework that incorporates environmental, social, and technological dimensions. This study contributes to the literature by providing a comprehensive overview of the development of corporate innovation strategy and by identifying potential directions for future research, particularly in the areas of sustainable and digitally enabled innovation.

Keywords: *Corporate Innovation Strategy, Innovation, Strategic Management, Sustainability, Digital Transformation*

1. INTRODUCTION

In an increasingly dynamic and competitive global economy, corporate innovation strategy has emerged as a critical determinant of organizational success and long-term sustainability. Firms are no longer competing solely on cost efficiency or market share but are increasingly differentiated by their ability to innovate consistently and effectively. Innovation strategy encompasses the processes, structures, and decisions that guide how organizations develop new products, services, and business models. As industries undergo rapid technological transformations, companies must adapt by aligning their innovation efforts with broader strategic goals to remain relevant [1], [2].

The growing importance of innovation has led to a significant expansion of academic research in this field. Scholars from diverse disciplines, including strategic management, economics, and organizational studies, have explored various aspects of corporate innovation strategies. These include open innovation, digital transformation, research and development (R&D) investment, and knowledge management practices. As a result, the body of literature has become vast and fragmented, making it increasingly difficult for researchers and practitioners to identify key trends, influential works, and emerging themes within the domain [3], [4].

Bibliometric analysis offers a systematic and quantitative approach to reviewing large volumes of academic literature. By analyzing publication patterns, citation networks, and keyword co-occurrences, bibliometric methods enable researchers to map the intellectual structure of a field and identify its evolution over time. This approach is particularly valuable in fields like corporate innovation strategy, where interdisciplinary contributions and rapid growth can obscure the overall research landscape. Through bibliometric techniques, it becomes possible to uncover influential authors, leading journals, and dominant research clusters [5].

Furthermore, the relevance of bibliometric analysis has increased in recent years due to advancements in data analytics tools and the availability of large academic databases such as Scopus and Web of Science. These developments have facilitated more sophisticated analyses, including co-citation analysis, bibliographic coupling, and thematic mapping. Such methods not only provide descriptive insights but also allow for the identification of research gaps and future directions. Consequently, bibliometric studies have become an essential component of literature reviews in many academic fields, including innovation studies [6]v.

Despite the growing number of publications on corporate innovation strategy, there remains a lack of comprehensive bibliometric studies that synthesize this body of knowledge. Many existing reviews focus on specific subtopics, such as open innovation or technological innovation, without addressing the broader strategic perspective. This limitation highlights the need for a holistic bibliometric analysis that integrates various dimensions of corporate innovation strategy. Such a study would provide valuable insights for academics seeking to advance theoretical understanding and for practitioners aiming to implement effective innovation strategies in their organizations. Although research on corporate innovation strategy has expanded significantly over the past decades, the literature remains fragmented and lacks a unified structure that clearly outlines its intellectual development, key contributors, and emerging themes. This fragmentation makes it challenging for researchers to identify influential studies, understand the evolution of the field, and recognize gaps that require further investigation. Additionally, the absence of a comprehensive bibliometric analysis limits the ability to systematically evaluate trends, collaborations, and thematic shifts within the domain, thereby hindering the advancement of knowledge and informed decision-making in both academic and practical contexts. The objective of this study is to conduct a comprehensive bibliometric analysis of corporate innovation strategy literature.

2. METHODS

This study employs a quantitative bibliometric research design to systematically analyze the academic literature on corporate innovation strategy. Bibliometric analysis is chosen because it enables the objective evaluation of large volumes of scholarly publications through statistical and network-based techniques. The study adopts a descriptive and exploratory approach to map the intellectual structure, research trends, and thematic evolution within the field. The analysis focuses on identifying patterns in publication outputs, citation relationships, and keyword occurrences, thereby providing a comprehensive overview of how corporate innovation strategy research has developed over time.

The data for this study are collected from reputable academic databases, specifically Scopus and Web of Science, which are widely recognized for their extensive coverage of peer-reviewed literature. A structured search query is developed using relevant keywords such as “corporate innovation strategy,” “innovation management,” and “strategic innovation.” Inclusion criteria are applied to ensure the quality and relevance of the dataset, including limiting the results to journal articles written in English and published within a defined time frame. Duplicate records and unrelated studies are carefully removed through a screening process, resulting in a refined dataset suitable for bibliometric analysis.

3. RESULT AND DISCUSSION

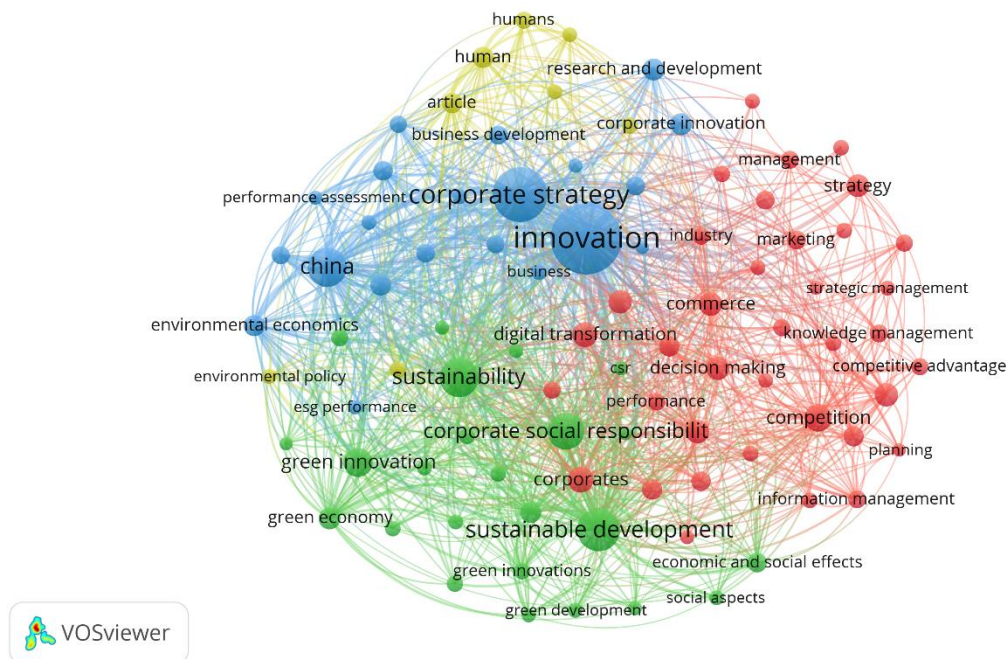


Figure 1. Network Visualization

Source: Data Analysis Result, 2026

Figure 1 reveals that “innovation” and “corporate strategy” function as the central nodes within the network, indicating that the literature is strongly anchored in the intersection between innovation activities and strategic management. These two keywords are not only the largest but also the most connected, suggesting that most studies frame innovation as a strategic imperative rather than an isolated operational function. This reflects a mature research stream where innovation is increasingly embedded in long-term corporate positioning, competitiveness, and organizational direction. A second major cluster (red) highlights themes related to competitive advantage, strategic management, knowledge management, and decision making. This cluster suggests that corporate innovation strategy is often examined through the lens of firm performance and competition. Innovation is positioned as a mechanism to outperform rivals, supported by knowledge integration and strategic planning processes. The density of connections in this cluster indicates a strong theoretical grounding in classic strategic management frameworks, where innovation becomes a tool to achieve differentiation and sustain market position.

The third cluster (green) centers on sustainability, corporate social responsibility, and sustainable development, pointing to a significant shift in the literature. Innovation strategy is no longer purely profit-driven but increasingly aligned with environmental and social objectives. Keywords such as “green innovation,” “ESG performance,” and “green economy” show that firms are integrating sustainability into their innovation agendas. This reflects a broader transition toward responsible innovation, where long-term value creation includes ecological and social considerations alongside economic outcomes. Another important cluster (blue) connects innovation with business development, environmental economics, and geographic contexts such as China. This suggests that the literature also emphasizes contextual and regional dynamics, particularly in emerging markets. The presence of terms like “performance assessment” and “environmental policy” indicates that innovation strategies are being evaluated not only in terms of firm-level outcomes but also within regulatory and economic systems. This cluster highlights how institutional environments and national contexts shape corporate innovation approaches.

The smaller cluster (yellow) focusing on research and development, human factors, and scientific output (e.g., “article,” “humans”) indicates the foundational role of R&D and human capital in driving innovation strategy. Although less dominant, this cluster connects strongly to the core themes, suggesting that innovation capabilities are rooted in knowledge creation and human expertise.

3.1 Overlay Visualization

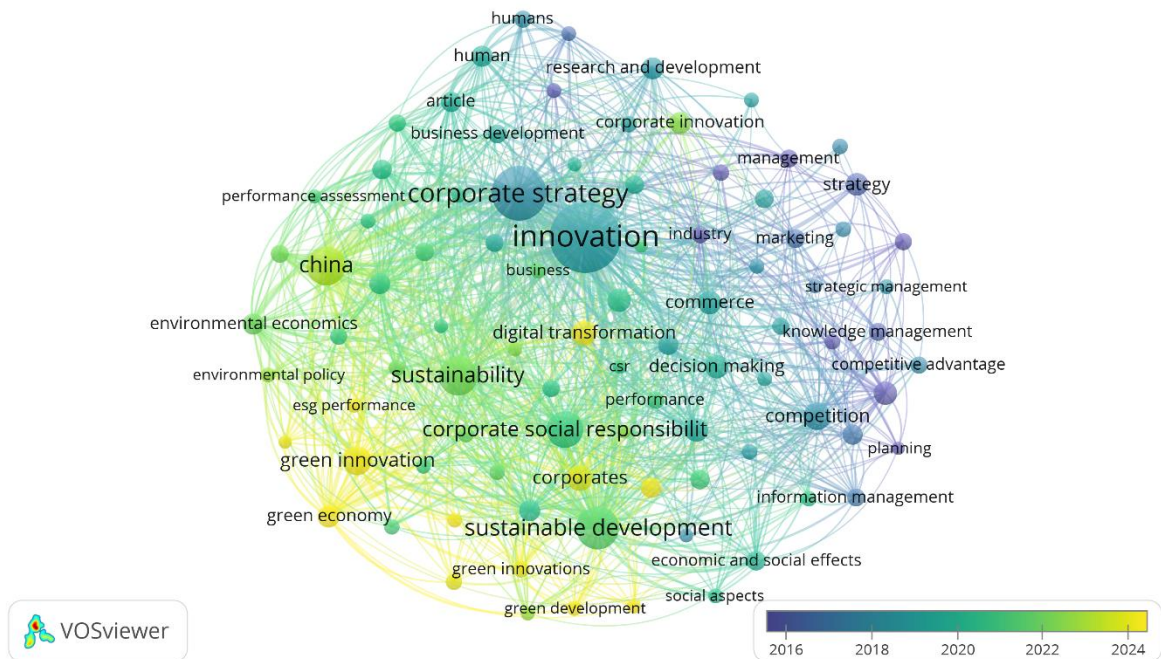


Figure 2. Overlay Visualization

Source: Data Analysis Result, 2026

Figure 2 shows the temporal evolution of research on corporate innovation strategy, where color gradients represent the average publication year of keywords. Core concepts such as innovation and corporate strategy appear in green–cyan tones, indicating their sustained relevance over time. This suggests that these themes form the intellectual backbone of the field, consistently connecting earlier foundational studies with more recent developments. Around them, terms like decision making, performance, and commerce reinforce the long-standing focus on how innovation supports firm-level outcomes and strategic execution. A noticeable shift emerges in the transition toward sustainability-oriented innovation, highlighted by yellow tones representing more recent research (2022–2024). Keywords such as sustainability, sustainable development, green innovation, and green economy dominate this newer layer, indicating that the field is increasingly integrating environmental and social considerations into corporate innovation strategy. This trend reflects a broader transformation in strategic thinking, where innovation is no longer viewed solely as a driver of competitiveness, but also as a mechanism to address global challenges such as climate change and responsible business practices.

At the same time, the presence of digital transformation and CSR as bridging themes suggests an ongoing convergence between technological and sustainability agendas. Positioned near the center with relatively recent coloration, these keywords connect traditional strategy and innovation discussions with emerging priorities. This indicates that the future direction of the field lies in hybrid approaches, where firms simultaneously leverage digital technologies and sustainability principles to shape innovation strategies.

3.2 Citation Analysis

Table 1. The Most Impactful Literatures

Citations	Authors and year	Title
6801	[7]	Strategy & society: The link between competitive advantage and corporate social responsibility
2946	[8]	The role of the business model in capturing value from innovation: Evidence from Xerox Corporation's technology spin-off companies
2744	[9]	The new organizing logic of digital innovation: An agenda for information systems research
1827	[10]	Time varying structural vector autoregressions and monetary policy
1229	[11]	Determinants of environmental innovation in US manufacturing industries
1140	[12]	CEO characteristics and firm R&D spending
1051	[13]	Green innovation and organizational performance: The influence of big data and the moderating role of management commitment and HR practices
975	[14]	Open innovation and strategy
949	[15]	Business cases for sustainability: The role of business model innovation for corporate sustainability
936	[16]	Corporate social responsibility and environmental performance: The mediating role of environmental strategy and green innovation

Source: Scopus, 2026

3.3 Density Visualization

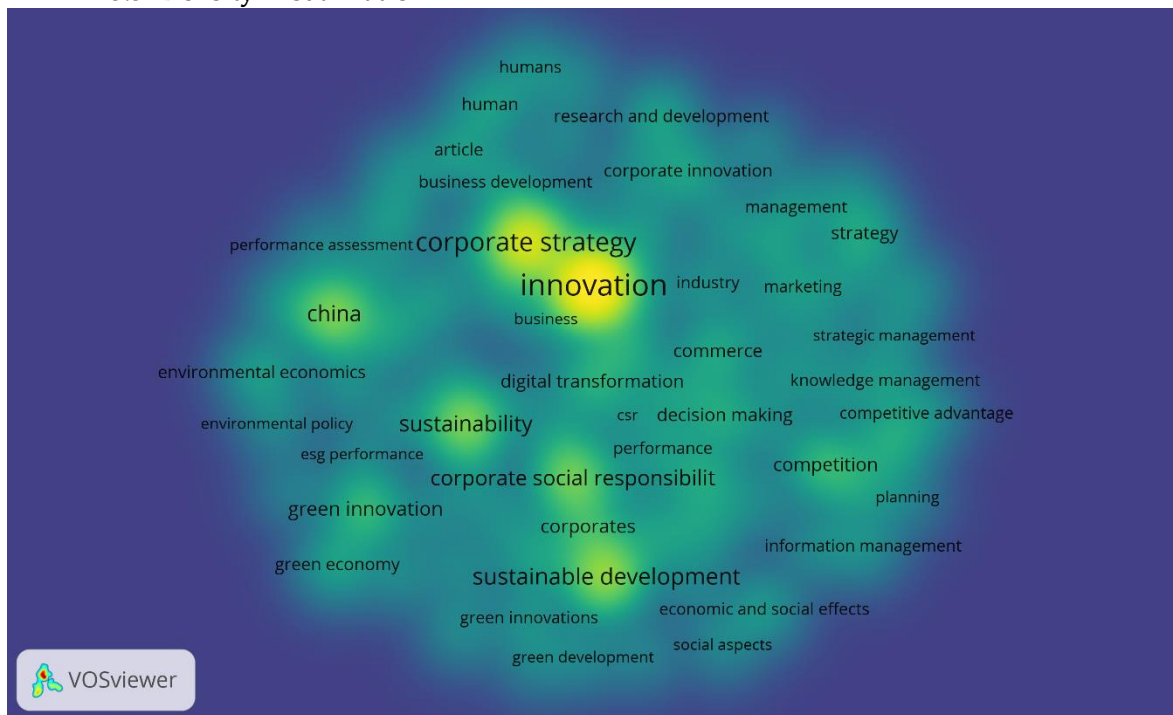


Figure 3. Density Visualization

Source: Data Analysis Result, 2026

Figure 3 highlights “innovation” as the most dominant and frequently occurring concept, shown by the brightest (yellow) area at the center of the map. Closely surrounding it are corporate

strategy, digital transformation, and decision making, indicating that the literature is heavily concentrated on the strategic role of innovation in guiding firm actions and performance. This dense central region reflects a well-established core of research where innovation is consistently positioned as a key driver of competitiveness, organizational direction, and business development. The intensity of connections in this area suggests that these themes are not only frequently studied but also deeply interconnected.

Moving outward, the density gradually decreases into areas associated with sustainability, corporate social responsibility, and green innovation, which appear in moderately intense colors. This indicates that while these topics are widely discussed, they are still slightly less central than the traditional innovation–strategy nexus. Nonetheless, their relatively strong presence signals a growing integration of environmental and social considerations into corporate innovation strategy. In contrast, more peripheral and less dense areas—such as information management, planning, and social aspects—suggest emerging or more specialized topics.

Discussion

The findings of this bibliometric analysis confirm that corporate innovation strategy is anchored in a well-established intellectual core where innovation is consistently positioned as a central mechanism for shaping firm direction and performance. The dominance of keywords such as innovation and corporate strategy, reinforced by dense interconnections with decision making, performance, and business development, reflects a consolidated body of knowledge that aligns innovation with long-term strategic intent. This pattern suggests that the literature has moved beyond viewing innovation as a peripheral activity and instead situates it at the heart of competitive positioning. In this sense, corporate innovation strategy is framed not merely as a tool for growth, but as a fundamental logic guiding how firms adapt, compete, and sustain relevance in dynamic markets.

At the same time, the clustering around themes such as competitive advantage, knowledge management, and strategic management indicates that the field remains strongly rooted in traditional strategic management perspectives. Innovation is frequently interpreted through its contribution to firm-level outcomes, particularly in terms of differentiation and market performance. However, the density and connectivity of these themes also reveal an increasing emphasis on knowledge integration and organizational capabilities, suggesting a gradual shift toward more capability-based explanations. This implies that corporate innovation strategy is not only about generating new products or processes, but also about orchestrating internal resources and knowledge flows to support sustained competitiveness.

A notable development emerging from the analysis is the growing prominence of sustainability-related themes, including sustainability, corporate social responsibility, green innovation, and sustainable development. These themes are no longer peripheral but are increasingly integrated into the broader innovation–strategy discourse. This shift reflects a reorientation of corporate innovation strategy toward addressing environmental and social challenges alongside economic objectives. Rather than treating sustainability as an external constraint, the literature increasingly positions it as an opportunity space for innovation. This indicates an evolving understanding of value creation, where firms are expected to balance profitability with responsibility, thereby aligning innovation strategies with broader societal expectations.

Furthermore, the presence of bridging concepts such as digital transformation and CSR suggests that the field is moving toward more integrated and multi-dimensional frameworks. These concepts connect the traditional focus on competitiveness with emerging priorities related to technology and sustainability, highlighting a convergence of previously distinct research streams. This convergence points to a future research direction where corporate innovation strategy is conceptualized within broader ecosystems, involving not only firms but also stakeholders, technologies, and institutional contexts. As a result, the field is gradually transitioning from a firm-

centric perspective toward a more holistic view that captures the complexity of innovation in contemporary business environments.

CONCLUSION

This study provides a comprehensive mapping of the intellectual structure and evolution of corporate innovation strategy, demonstrating that the field is strongly anchored in the integration of innovation and strategic management while progressively expanding toward sustainability and digital transformation. The findings reveal that innovation remains the central organizing concept, closely linked to firm performance, decision making, and competitive positioning, while emerging themes such as sustainability, corporate social responsibility, and green innovation are increasingly shaping the research landscape. This shift indicates a transition from a purely firm-centric and competition-driven perspective toward a more holistic approach that incorporates environmental, social, and technological dimensions. Overall, the study highlights that corporate innovation strategy is evolving into a multidimensional construct, where long-term value creation is defined not only by economic outcomes but also by the ability of firms to adapt to complex, dynamic, and sustainability-oriented environments.

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