

Bibliometric Analysis of Strategy Management in Sustainable Development: A Systematic Literature Review Based on Scopus Data

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ABSTRACT

This study aims to analyze strategy management in the context of sustainable development through a bibliometric approach and a review of data-based systematic literature from Scopus. In the era of globalization and climate change, sustainable development is the main focus of various countries and organizations. Effective strategy management is key to achieving these goals. This study uses bibliometric analysis methods to identify research trends, leading authors, influential journals, and research collaborations in this topic. In addition, a systematic analysis of the review literature was carried out to synthesize the main findings and identify existing research gaps. Data was collected from the Scopus database, covering the types of articles and reviews from 2020-2024 with a total of 811 documents, after going through the screening stage according to the criteria, there were 72 articles that met the inclusion criteria. The results of the analysis show a significant increase in the number of publications over the past decade, with a greater focus on the integration of management strategies with sustainable development goals. This increase reflects the increasing attention to the integration of management strategies with sustainability principles. The results of bibliometric analysis help academics to identify research gaps that have not been widely explored, such as specific management strategies for specific industries or specific regional contexts. These findings provide in-depth insights into the development of research in this area and offer guidance for academics and practitioners for more effective future strategies.

Keywords: Bibliometric Analysis, Systematic Literature Review, Strategy Management, Sustainable Development, Scopus Data

INTRODUCTION

In the current era of globalization and climate change, sustainable development has become a major focus for various countries and organizations around the world (Marulanda-Grisales & Figueroa-Duarte, 2021). The urgent need to balance economic growth, environmental conservation, and social justice emphasizes the importance of integrating sustainable practices in every aspect of community operations (Myznikova, 2022). In this context, effective strategy management is key to guiding an organization to achieve its sustainability goals (Magerakis & Habib, 2021). By carefully planning, implementing, and evaluating strategic initiatives, organizations can better deal with the complexities of sustainable development.

The field of sustainable development is inherently multidisciplinary, encompassing elements of environmental science, economics, social sciences, and management studies (Christofi et al., 2023; Kryukova et al., 2023). This interdisciplinary nature demands a comprehensive understanding of how strategy management can be applied to drive sustainable outcomes (Snihur & Bocken, 2022). In recent years, the literature on strategic management in the context of sustainable development has grown significantly, reflecting the importance of

this integration (Urbaniec et al., 2022). However, there is still a need to systematically analyze this growing -- body of knowledge to identify prevailing trends, influential contributors, and critical research gaps.

Bibliometric analysis offers a robust methodological approach to dissecting the large corpus of academic literature. By using quantitative techniques to analyze publication patterns, citation networks, and collaboration trends, bibliometric analysis can reveal the structure and dynamics of research in a specific field (Ariyatun et al., 2024). In the context of strategic management for sustainable development, such analyses can highlight key focus areas, emerging themes, and influential works that have shaped the current understanding. This approach not only maps the intellectual landscape but also identifies potential future research directions.

In addition to bibliometric analysis, systematic literature reviews provide a qualitative synthesis of existing research, offering deeper insights into substantive findings and theoretical advances in this area. By critically assessing and summarizing relevant literature, a systematic review can elaborate the state of knowledge, identify unresolved issues, and propose a direction for further investigation. The incorporation of bibliometric analysis and systematic literature review allows for a holistic examination of strategy management research in sustainable development, capturing both quantitative trends and qualitative insights.

LITERATURE REVIEW

Sustainable Development: Definition and Significance

Sustainable development is a concept that has evolved since the Brundtland report in 1987, which defined sustainable development as development that meets current needs without sacrificing the ability of future generations to meet their own needs (Brin & Nehme, 2021). Sustainable development involves three main pillars: economic, environmental, and social (Toseef et al., 2022).

The integration of these three pillars is the basis for formulating strategies to achieve sustainability goals. The economic pillar in sustainable development emphasizes the importance of stable and inclusive economic growth, which not only improves the well-being of today's society but also ensures the well-being of future generations (Kneipp et al., 2021). This includes creating jobs, encouraging innovation, and ensuring a fair distribution of wealth. Sustainable economic strategies should consider the efficient use of resources and reduce dependence on non-renewable resources.

The environmental pillar highlights the need to maintain and restore ecosystems and reduce the negative impact of human activities on the environment (Centobelli et al., 2020). This involves sustainable management of natural resources, biodiversity protection, reduction of greenhouse gas emissions, and climate change mitigation (Demir et al., 2023). The implementation of effective environmental strategies can help maintain the balance of ecosystems and ensure that natural resources remain available for future generations (Löhr & Mattes, 2022). The social pillar in sustainable development focuses on improving people's quality of life by ensuring equitable access to education, health, and other basic services (Dalirazar & Sabzi, 2023a). Sustainable social development seeks to create a just and equal society, where all individuals have the opportunity to develop and participate in development.

The integration of these three pillars in a sustainable development strategy requires a holistic and collaborative approach (Shkarupa et al., 2021). Governments, the private sector, and civil society must work together to formulate policies and initiatives that incorporate economic, environmental, and social considerations (Manninen & Huiskonen, 2022).

This requires wise decision-making, based on scientific evidence and public participation, to ensure that sustainable development can be achieved effectively (Tiwari & Nakra, 2022). In the context of accelerating globalization and climate change, sustainable development is becoming more relevant and urgent. Global challenges such as economic inequality, environmental degradation, and health crises require integrated and sustainable solutions. Therefore, sustainable development is not only the responsibility of the government, but

also, every individual and organization to contribute towards a better and sustainable future.

Strategic Management in Sustainable Development

Strategy management in the context of sustainable development involves planning, implementing, and evaluating actions designed to achieve sustainability goals. According to Porter & Kramer, (2013) a strategy that is integrated with sustainability can create long-term value for the company as well as the wider community. Research has shown that companies that adopt sustainable strategies often gain a competitive advantage through improved reputation, operational efficiency, and customer loyalty (Rumahorbo et al., 2021). Strategy management in the context of sustainable development involves planning, implementing, and evaluating actions designed to achieve sustainability goals (Liu et al., 2023). Strategies that are integrated with sustainability can create long-term value for companies as well as the wider community (Porter & Kramer, 2013). Research has shown that companies that adopt sustainable strategies often gain a competitive advantage through improved reputation, operational efficiency, and customer loyalty.

Sustainable strategic planning entails an in-depth analysis of how business operations can affect the environment and society (Medne et al., 2020). This step often involves identifying areas where companies can mitigate their negative impacts and increase their contribution to sustainability (Larrea Basterra et al., 2022). For example, a company can evaluate its supply chain to ensure that supplier practices are also aligned with sustainability goals.

In addition, the development of environmentally friendly products and innovations in energy-efficient production processes are also the main focus in planning this strategy (Köseoglu et al., 2021). Implementation of a sustainability strategy requires commitment from all parts of the organization, including training employees to increase awareness and skills in sustainability practices, as well as investments in green technologies and infrastructure that support environmental goals (Liu et al., 2023; Ma et al., 2020). Companies also need to build partnerships with external stakeholders, such as local communities, governments, and non-governmental organizations, to strengthen their sustainability efforts. Transparent communication regarding sustainability goals and achievements is also important to build trust and support from stakeholders.

Sustainability strategy evaluation involves measuring and reporting on performance against predetermined targets. Companies need to use relevant key performance indicators to assess the impact of sustainability initiatives (Shah, 2022). This evaluation process not only helps companies understand their progress but also identifies areas that need improvement (Takacs et al., 2022).

Sustainability reporting, both internally and externally, is an important tool to increase accountability and demonstrate the company's commitment to transparency and continuous improvement. Sustainable management strategies also provide significant economic benefits (Prentice et al., 2021). Studies show that companies that integrate sustainability into their business strategies tend to be more innovative and efficient in their operations. This can lead to cost savings, increased productivity, and the opening of new markets. Additionally, a company's reputation as a leader in sustainability can attract investors, customers, and talent seeking engagement with socially and environmentally responsible organizations (Dağdır & Özkan, 2024).

Overall, strategic management in sustainable development is not only beneficial to the environment and society but also provides a competitive advantage for companies (Prentice et al., 2021; Shammi et al., 2021a). By integrating sustainability into the core of its business strategy, companies can create sustainable, long-term value, strengthen relationships with stakeholders, and ensure business continuity in the face of ever-evolving global challenges. Strategic management in the context of sustainable development is a rapidly growing field with increasing attention from academics and practitioners (Huynh et al., 2021). Nonetheless, there are still significant research gaps that need to be addressed, including the need for further research in specific industries and regional contexts. The methodology used in this study also needs to be continuously developed to ensure that the research findings can be effectively implemented in real practice. As such, future research

should focus on developing strategies that are not only theoretical but also practical and have a measurable impact on sustainability.

MATERIAL AND METHOD

The materials and methods used in the study are described systematically and in detail. This section does not contain theoretical discussions but rather emphasizes the procedures carried out in the research to achieve results that are aligned with the objectives. The steps of the research are carefully explained, detailing how each stage of the research is conducted. A step-by-step approach is followed, ensuring clarity and reproducibility, allowing for an in-depth understanding and review of research methodologies.

The method used is focused only on the practical aspects of the research, eliminating theoretical assumptions. Emphasis is placed on the actions taken to carry out the research successfully, highlighting the pragmatic approach that frames the research. Results are obtained through careful implementation of this method, establishing a clear correlation between the research conducted and the goals set at the beginning.

This detailed elaboration of the materials and methods outlines the basis that facilitates the results of the research. Thus, the entire research is based on practical application, with the aim of achieving tangible and tangible results that are in line with the initial objectives of the research.

Search Terms

The Scopus database is used to identify documents to be analyzed. Search terms are used in conjunction with operators. The search terms used are combined with Boolean operators: "Strategic Management" OR "Strategic Business" AND "Sustainable Development" OR "Sustainability" AND "Economics" OR "Management and Accounting ". These keywords match the article title to determine the search flow in the abstract, title, or article keyword.

The exploration and selection of titles, abstracts, and keywords in articles obtained from search results is based on pre-established fame criteria. The selection of articles is facilitated with the help of the Scopus database, with stages that include: Screening year (2020-2024), Scope, Article type, keywords, and language used. The definition of a literary fame criterion is determined by inclusion criteria, where several criteria are set to select relevant articles.

The search is detailed by establishing the following five selection criteria: 1) Must be original research that has been reviewed and written in English. 2) The goal should be to investigate or analyze strategic management in sustainable development. 3) Must be published in a peer-reviewed journal, which is considered the most reliable source of scientific information. 4) The articles must be published between 2020 and 2024.

Screening Document

Starting with 811 documents identified through a search of the Scopus database, the researchers conducted an initial screening to eliminate duplicate records. The next steps involve a careful viewing and evaluation process. The first broadcast eliminated articles based on the year of publication, namely from 2020 to 2024, so that it shrank to 374 documents. Further checks looked at the type of source and keyword relevance, shrinking the number to 165 documents.

Further examination involved a careful full-text reading of the articles and a review of 129 documents. This -- resulted in the exclusion of 55 articles for reasons such as the absence of original research in English, and the final publication. After going through strict steps in the selection process, a total of 72 articles were found to

meet all the eligibility criteria that had been set previously. These articles are then included in the qualitative synthesis stage of the systematic review process.

RESULT

Publication Trends

The results of the analysis show a significant increase in the number of publications over the past decade. This trend reflects the growing interest and attention to strategic management in the context of sustainable development. The abstract or resume of the number of documents taken from the research is presented in the Figure. 1.

Documents by year

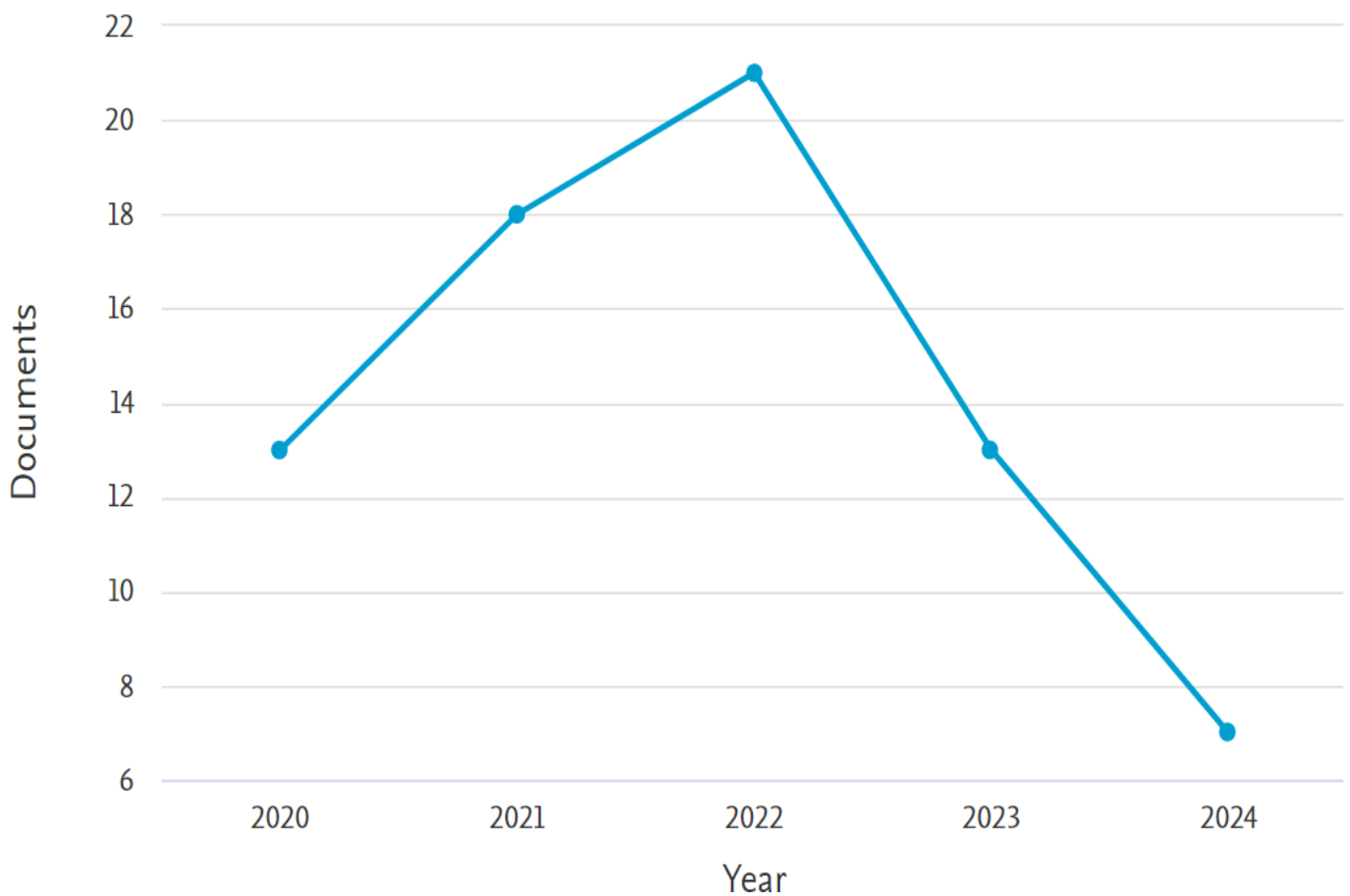


Figure 1: Document by Year on Scopus Data 2020-2024

Publication trends also show that more and more research emphasizes the importance of integrating management strategies with sustainable development goals. This reflects awareness of the crucial role of strategic management in achieving sustainability goals.

Bibliometric analysis also identifies variations in topics and approaches in research on strategic management and sustainable development. Some studies may focus on the application of sustainability strategies in specific industries, while others may explore specific aspects of strategy management that contribute to sustainability.

The results of the bibliometric analysis provide in-depth insight into publication trends in the field of strategic management in sustainable development. This trend not only reflects the development of research in this area but also points to possible future directions for further research in the context of sustainability.

Documents by country or territory

Compare the document counts for up to 15 countries/territories.

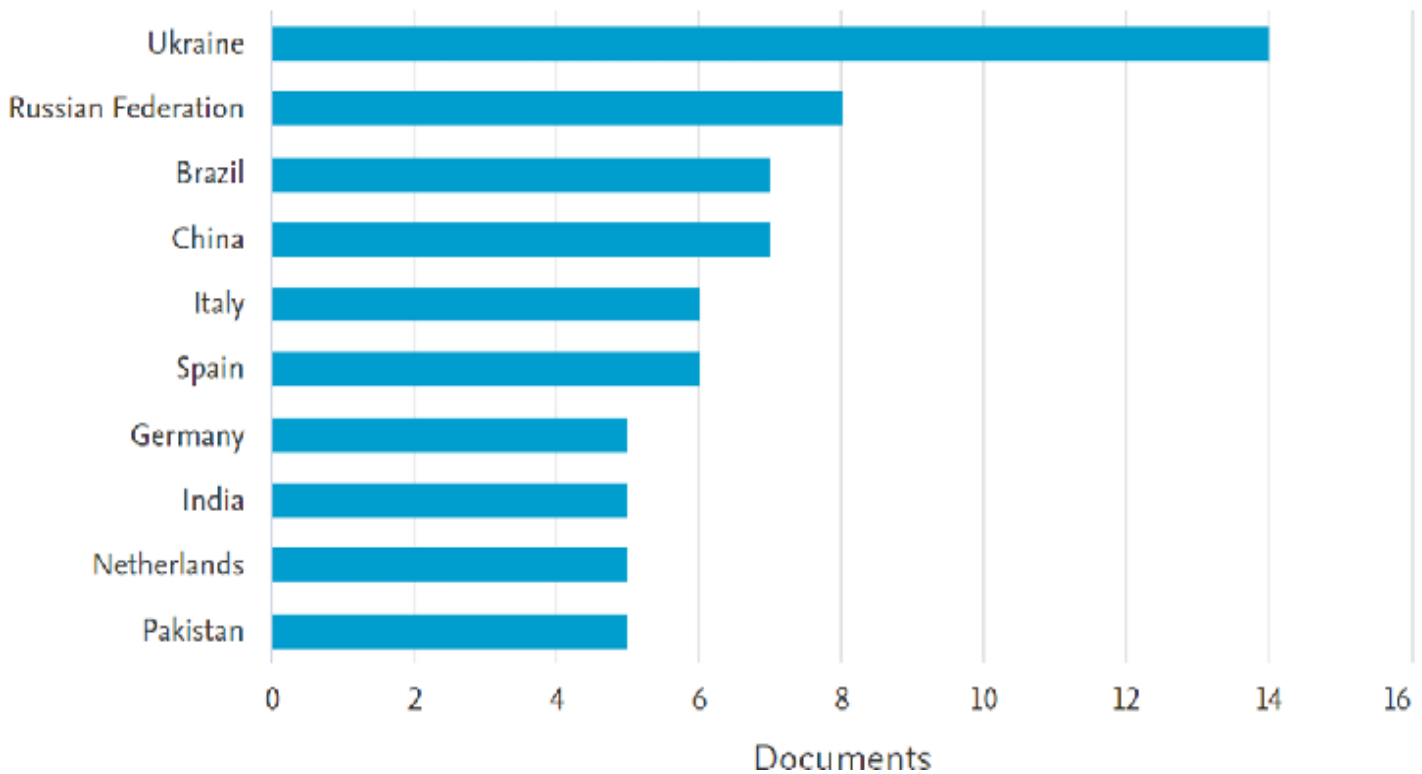


Figure 2: Document by Country or Territory on Scopus Data 2010-2023

Based on the data depicted in Figure 2, it can be seen that several countries or regions have contributed significantly to publications related to strategic management in sustainable development in the 2020-2024 period in the Scopus database. Ukraine stands out as one of the main contributors with 14 documents, followed by Russia with 8 documents. Brazil and China both have 7 documents registered. Furthermore, there are several countries such as Italy, Germany, Spain, India, and Pakistan, which also have a significant contribution in the number of documents issued.

The importance of collaboration between countries in this research is an important aspect that needs to be discussed. Collaboration between countries with different cultural, economic, and social backgrounds can bring diverse perspectives to research.

This allows researchers to consider various contexts and factors that influence strategy management in sustainable development holistically. Collaboration between countries in strategic management research in sustainable development is an important aspect and needs further attention. Measures to encourage cross-border collaboration, such as researcher exchanges, joint projects, and international seminars, can help strengthen global cooperation in this field.

Documents by subject area

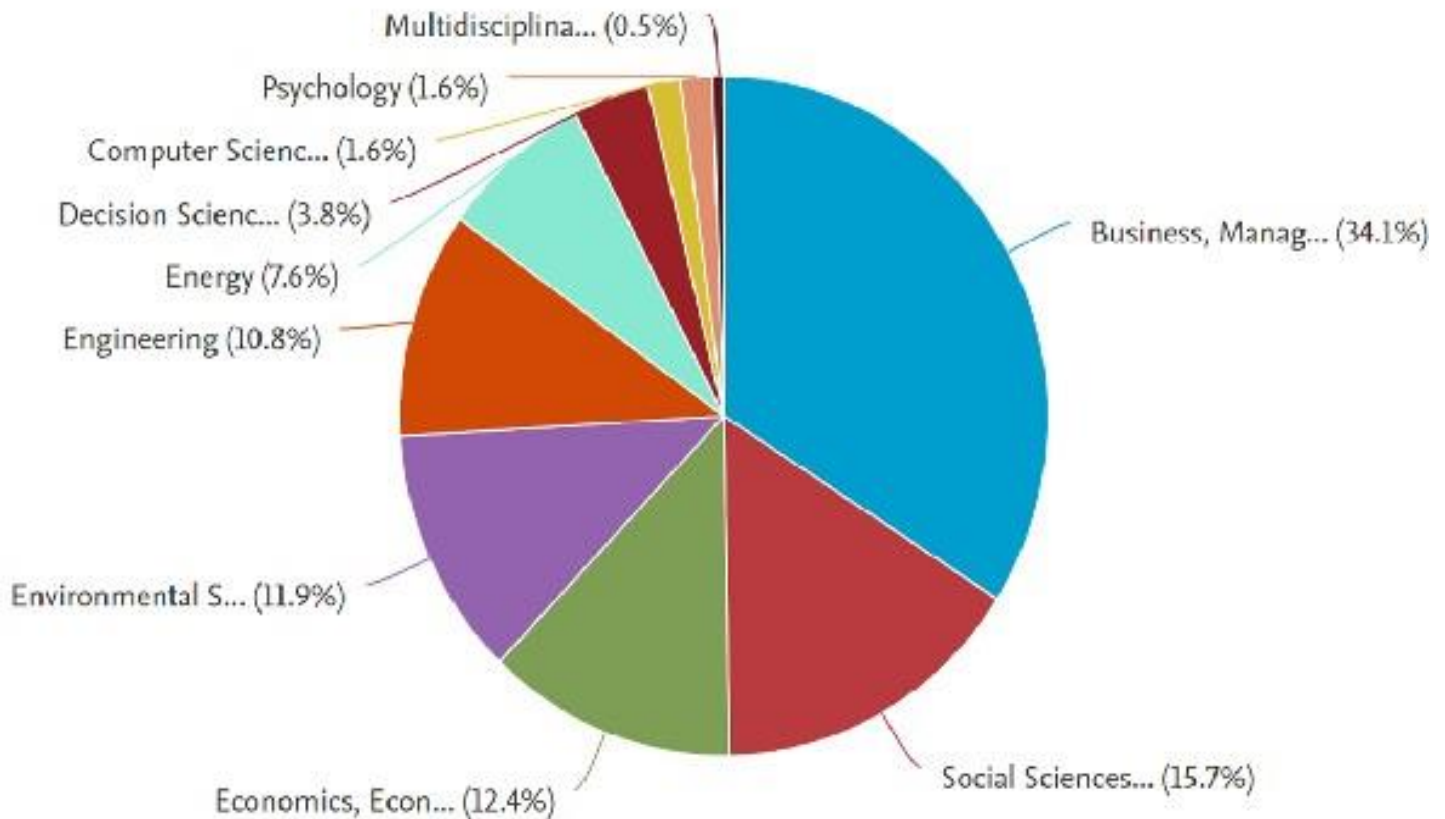


Figure 3: Document by Subject Area (Top 10) on Scopus Data 2020-2024

Figure 3. Featuring the distribution of the top ten academic subject areas where research papers related to strategy management in sustainable development were most frequently published during the period 2020 to 2024. In general, changes in rankings or parts of these ten subject areas during those years indicate emerging trends and shifts in research focus. The range of subject areas listed is likely to reflect the multidisciplinary nature of this field of study, with connections to fields as diverse as business, management, accounting, economics, Econometrics and finance, social sciences, engineering, environmental sciences and others.

The ten subject areas reflect a variety of relevant aspects in the study of strategic management in the context of sustainable development. For example, business, management, and accounting engagements highlight the importance of implementing sustainable strategies in organizations and industries. Meanwhile, economic and financial involvement shows the impact of sustainability strategies on financial and economic aspects.

The social sciences may underline the social and societal aspects of sustainable development. Thanks to this multidisciplinary nature, research in the field of strategic management in sustainable development can draw on insights and methodologies from various disciplines. The involvement of these various subject areas also reflects the importance of a holistic approach in understanding and formulating effective strategies to achieve sustainable development.

The high number of citations is an indication that studies involving dual intelligence technology in higher education have influence and provide significant insights into the field. In conclusion, the growth in the number of citations between 2010-2023 shows that research on the convergence of multiple intelligences and technology in higher education is a progressive field with increasing academic recognition and influence.

Table 1: Top 10 Title Article from citations from Scopus Data 2020-2024

No	Title	Year	Total Citations
1	Designing business models in circular economy: A systematic literature review and research agenda	2020	333
2	Strategic assessment of COVID-19 pandemic in Bangladesh: comparative lockdown scenario analysis, public perception, and management for sustainability	2021	127
3	Sustainable reverse supply chains and circular economy in multichannel retail returns	2020	77
4	Non-financial reporting research and practice: Lessons from the last decade	2022	77
5	Sustainable Strategic Management (GES): Sustainability in small business	2,020.00	66.00
6	The EFQM 2020 model. A theoretical and critical review	2022	55
7	A call for action: The impact of business model innovation on business ecosystems, society and planet	2022	45
8	Does megaproject social responsibility improve the sustainability of the construction industry	2020	43
9	Barriers to a circular economy in small- and medium-sized enterprises and their integration in a sustainable strategic management framework	2020	40
10	Strategic analysis of barriers and solutions to development of sustainable buildings using PESTLE technique	2020	24

Table 1. showing the ten articles with the highest number of citations from Scopus data 2020-2024. Analysis of these articles can provide insight into significant research trends and focuses in the context of sustainability and strategic management.

From the analysis of these articles, it can be seen that issues such as the circular economy, sustainable strategic management, pandemic response, business model innovation, and social responsibility are highly prioritized topics in sustainability and strategic management research. This shows that research in this field

has a significant impact and is a key focus for researchers and practitioners in efforts to improve sustainability.

Content Analysis

The content analysis was carried out to gain a deeper understanding of the integration of theory and technology of strategic management in sustainable development. During the analysis, a total of 811 different articles were screened, and 72 articles that met the inclusion criteria were analyzed. The selected articles are reviewed based on several key parameters including author, year of publication, countries involved, and number of citations.

The content of these articles is carefully dissected to understand the dynamics and trends that have developed over the years, from 2020 to 2024. The findings from this content analysis provide a deeper understanding of the integration of strategic management theory and technology in sustainable development, as well as the relevant practical and policy implications.

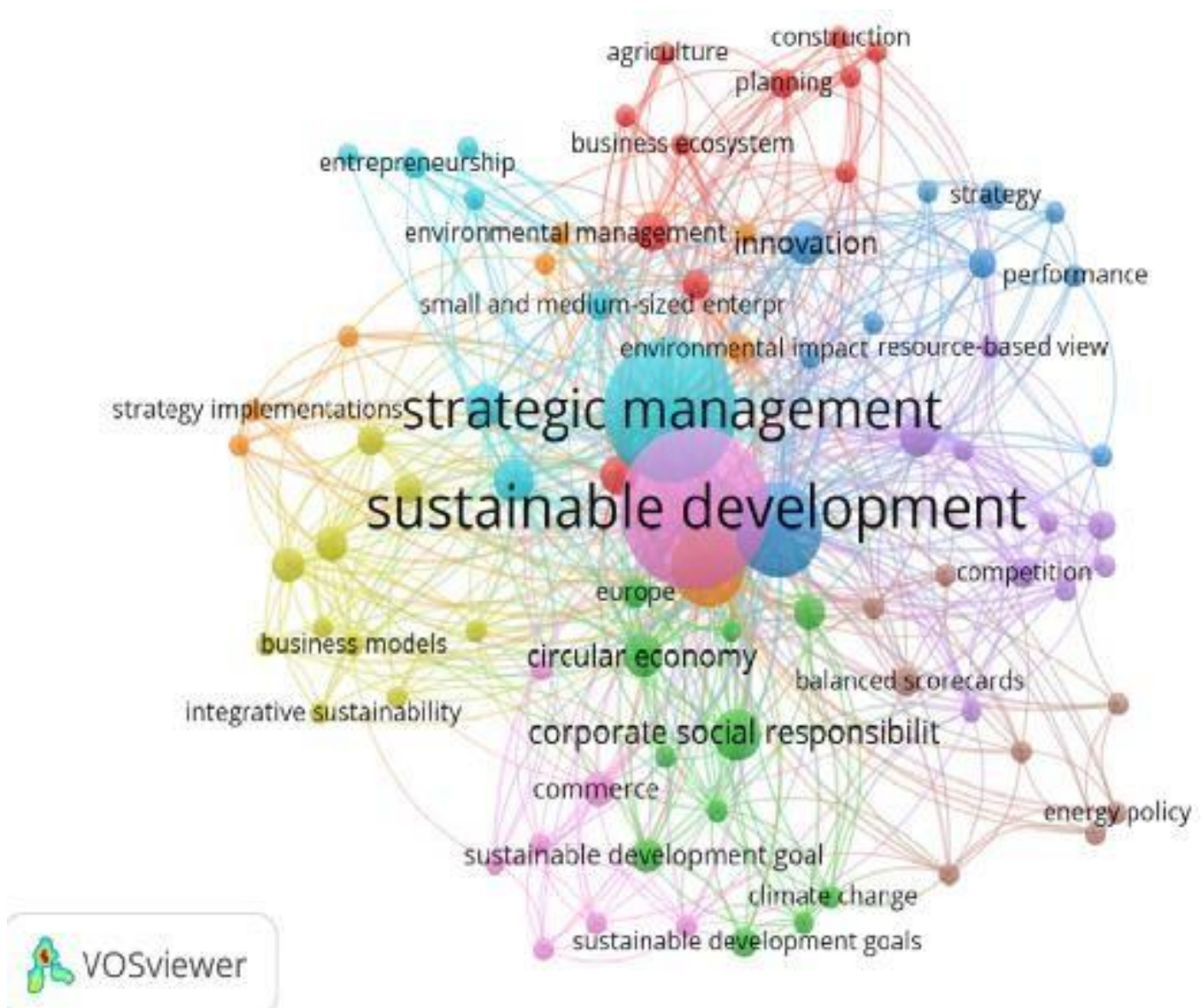


Figure 4: Term Networking Content

Based on your description, Figure 4. presents a keyword cluster analysis from research on the Scopus database 2020-2024, with a focus on the keyword "strategic management." Five large groups signify different and

prevalent themes or subjects in the study data. Each cluster is represented by a color, with the largest clusters being pink and green shown representing the core topics of this analysis. In this pink cluster, the keyword "sustainable development" is directly related to strategic management theory, circular economy, environmental management, business ecosystem, strategy implementations, corporate social responsibility and several other topics.

Green clusters, on the other hand, may highlight other aspects of strategic management that are not directly related to sustainability, but still have significant relevance in the context of sustainable development. This could include topics such as business innovation, market analysis, product development, and growth strategies, all of which play a crucial role in efforts to achieve sustainability goals.

Through this keyword cluster analysis, it can be understood that research on strategic management in sustainable development involves various aspects and dimensions, ranging from theoretical concepts to practical implementation. The integration of management strategies and sustainability is the dominant theme, which shows the importance of a holistic and sustainable approach in looking at the challenges of sustainable development.

DISCUSSION

Although much progress has been made, there are still a number of research gaps in this literature. Some industries, such as mining and manufacturing, still receive less attention in the context of sustainable strategies (Toseef et al., 2022). In addition, research focusing on specific regional contexts, such as developing countries, is still very limited. Other challenges include the lack of a universal standard for measuring the success of sustainable strategies and the need for a stronger methodology for assessing the real impact of sustainability initiatives (Tomar et al., 2023). In addition, research focusing on specific regional contexts, such as developing countries, is still very limited (Cezarino et al., 2022). Developing countries often face unique challenges in achieving sustainable development goals, such as limited resources, inadequate infrastructure, and low levels of education (Barbosa et al., 2020). More in-depth research on how sustainability strategies can be adapted and implemented in these countries would be very beneficial (Dalirazar & Sabzi, 2023b; Shammi et al., 2021b). This includes case studies that illustrate local successes and models that can be replicated in a variety of regional contexts.

Another challenge is the lack of a universal standard to measure the success of sustainable strategies (Barbosa et al., 2020). Today, many companies use a variety of different indicators and metrics to assess their sustainability performance, which can lead to confusion and a lack of consistency in reporting (Kneipp et al., 2021). The development of globally accepted standards will help align the company's efforts and allow for a more accurate comparison of the progress that has been made (Lourenção et al., 2021). The standard will also increase transparency and accountability, motivating companies to continuously improve their sustainability practices. The need for a stronger methodology in assessing the real impact of sustainability initiatives is also a significant challenge (Raiko et al., 2022). Many current studies rely on self-reported data from companies, which can affect the objectivity and accuracy of findings (Gutierrez et al., 2021; Urbaniec et al., 2022). The development of more robust methodologies, including the use of external and independent data, as well as sophisticated analytical techniques, will increase the validity and reliability of research in this area (Barbosa et al., 2020; Shammi et al., 2021b). Additionally, a longitudinal approach that tracks the long-term impact of a sustainability strategy will provide a more comprehensive insight into the effectiveness of the initiative (Fonseca, 2022).

In facing these challenges, collaboration between stakeholders is key. Governments, academia, industry, and civil society need to work together to develop better frameworks and methodologies. Joint research initiatives and public-private partnerships can accelerate innovation and dissemination of best practices in sustainable strategy management. In addition, better education and training on sustainability for all stakeholders will increase awareness and capacity to implement effective strategies (Borodiyenko et al., 2023; Kharazishvili et al., 2022). Overall, addressing research gaps and challenges in strategic management for sustainable

development requires a coordinated and integrated approach. By continuing to explore under-the-radar areas and developing better standards and methodologies, we can increase the contribution of research to the achievement of global sustainability goals.

CONCLUSION

Overall, this study makes a significant contribution to understanding the role of strategic management in sustainable development. By analyzing publication trends, country contributions, research topics, and practical implications, the study provides an in-depth understanding of the research landscape within this field. The practical implications of this study also provide guidance for practitioners in designing and implementing sustainability strategies across various industries. Thus, this study provides a solid basis for further research in an effort to achieve sustainable development through effective strategic management.

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