Strategic Planning in Digital Marketing: Bibliometric and Content Analysis

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Abstract

Purpose – This study is aimed to map the trend, conceptual structure, and characteristic of strategic planning in digital marketing research.

Methodology – This study uses Performance Bibliometrics analysis and Science Mapping Techniques. Performance Bibliometrics is used to analyze basic information and Science Mapping Techniques are used to find differences in future studies. the PRISMA method was used to complete the analysis performed.

Findings – the most prolific and influential journals, authors, countries, and research dominated by Spain, the United States, and the United Kingdom. In addition, four themes are found that are often used in this field of study, namely the "marketing" cluster, the "decision theory" cluster, the "strategic approach" cluster, and the "social media" cluster.

Research limitations – This study only covers research published related to strategic planning in digital marketing, the data selected only use synta strategic, and the co-occurrence analysis was used to present the conceptual structure in this study.

Practical implications – This research will help practitioners to understand the basis of job satisfaction in textile factory workers and contribute to the scientific community by providing thematic maps and recommendations for future research of this field of study.

Introduction

Marketing activities are conducted by adapting to the times and technological developments, which were once conventional and are now digital. Digital marketing is a term that is commonly heard by society today. It is not uncommon for a business's marketing to be done digitally by utilizing the internet. Digital marketing can be defined as the activity of promoting a business digitally or online by utilizing the latest technology and internet networks. Chaffey and Chadwick (2016) explained digital marketing as a form of marketing that is done through digital media such as social media, websites, email, and search engines. An example of digital

marketing that businesses often do is creating relevant content on social media to raise brand awareness and provide information about their products or services. By implementing digital marketing, a business can easily reach its target audience wherever and whenever. In short, digital marketing is a technique or form of marketing that is done through digital media with a wide reach to various segments of society.

Almost all businesses in various fields today conduct marketing through digital channels. This indicates that digital marketing is becoming increasingly important as technology develops and the number of internet users increases worldwide. Based on data from We Are Social, as of January 2023, the number of internet users worldwide reached 5.16 billion, which is more than half the world's population. The number has also increased by 1.9% from 2022, indicating the growing interest in the internet every year. This is why digital marketing is advantageous for businesses to introduce their products or services to a wide audience. According to (Faruk, et al., 2021), there are three dominant themes in digital marketing research, such as strategic planning with digital marketing, mobile marketing with apps development, and dealing with demographic profiles of customers. From those themes, strategic planning with digital marketing is the most dominant theme in that study. Therefore, careful strategic planning is necessary for digital marketing to be effective.

Several literature reviews studies that examine digital marketing strategy have been conducted. The literature review studies have identified trends, patterns, and the top themes of digital marketing (Faruk, et al., 2021) (Ghorbani, et al., 2021) (Krishen, et al., 2021). There are also literature reviews that study the relation between digital marketing and business-to-business marketing (Cartwright, et al., 2021) (Kumar, et al., 2019). However, none of these literature review studies have focused on the strategic planning aspect. Hence, this study is aimed to map the trend, conceptual structure, and characteristic of strategic planning in digital marketing research.

Two research questions are conducted in this study: (1) What is the trend, the conceptual structure, and the characteristic of strategic planning in digital marketing researches?; (2) What are the research gaps for the future research?; A bibliometric analysis is performed using performance bibliometric analysis and science mapping technique to answer the first research question, as well as content analysis to answer the second research question.

After this introduction, this study presents the literature review methodology using PRISMA method diagram in Section 2, the literature review result and findings through the performance bibliometric analysis and science mapping technique in Section 3, the discussion of each theme in section 4, and lastly, the conclusion that include the implication of this study and research gaps for future research of this study in Section 5.

Literature Review
Strategic Planning
Strategic planning is a comprehensive long-term plan that provides direction for a business or organization and maps out resources to achieve its goals over a certain period of time under various environmental conditions (Rusniati & Haq, 2014). Strategic planning is linked to all levels of management and serves as the foundation for strategic management (Steiner, 2010). In other words, strategic planning is a foundation in management used to determine the goals, programs, policies, and needs of a business or organization. Thus, it can be concluded that strategic planning is considered a long-term and comprehensive plan with broad scope. This

demonstrates the connection between strategic planning and digital marketing, where in conducting digital marketing, businesses or organizations need to determine the goals, direction, policies, and programs to be carried out to have a significant impact. In this context, research on digital marketing is important to help businesses understand the potential and challenges of using this method in their marketing. Furthermore, research on strategic planning in digital marketing is still limited or even non-existent.

Hypotheses

Strategic planning that is carried out carefully is one way that can be used to produce digital marketing that is carried out effectively. Because, strategic planning can help determine the characteristics of the content needed in each region.

Research Methods

Bibliometric analysis is a recent popular research method due to the ease of access to the online databases for everyone, even though it is not a new method (Zupic & Cater, 2015). We use PRISMA method to provide a well-structured methodology of the literature review. Thus, PRISMA Flow Diagram is shown in Figure 1, consisting of data identification, screening, and eligibility stages, followed by bibliometric and content analysis stage.

Data Identification

This study covers all papers related to strategic planning in digital marketing published in the Scopus and Web of Science database. The search includes several possible sources and keywords to minimizing chances for missing any relevant papers. By using selected keywords, papers were collected based on their title, abstract, and keywords. The search syntax used was as follows: [("digital market*" OR "*commerce market*" OR "content market*" OR "campaign market*" OR "mobile market*" OR "influencer market*" OR "search engine market*" OR "affiliate market*" OR "media market*") AND ("strateg* plan*" OR "strateg* formulat*" OR "strateg* design*" OR "strateg* approach*")]. This search generated 259 papers from Scopus and 34 papers from Web of Science, or 293 papers in total.

Data Screening

All of the results obtained from data identification will be screened. First, papers will be excluded based on inclusion criteria. We determine the inclusion criteria in three factors, namely by limiting the document type (article), source type (journal), and publication stage (final). This first screening process result 142 papers consisting of 108 papers from Scopus and 34 papers from Web of Science. These papers ready to be reviewed for duplicate records using R-Studio in the second screening process. From these papers, a total of 121 papers were identified to be records after duplicates were removed.

Data Eligibility

All of the 121 papers are assessed to the first level of eligibility based on title and abstract review. The exclusion criteria for this process are: (1) lack of keywords in the paper's title and/or abstract, (2) the paper's title and abstract have an irrelevant outcome with this paper's purpose that discuss about the job satisfaction in textile factory workers. If any papers contain and directly linked to those exclusion criteria, then the paper is going to be excluded. This screening led to the exclusion of 74 papers. The second level of eligibility based on full-text review. The exclusion criteria for this process are: (1) the paper cannot be accessed, and (2) the

published paper has an irrelevant outcome with this paper's purpose. If any paper were contained and directly linked to those exclusion criteria, then the paper is going to be excluded. After full-text review, 33 papers are remained and ready to be analyzed in this study.

Bibliometric and Content Analysis
To answer this study's questions, this study uses two approaches, performance bibliometric analysis and science mapping technique. The performance bibliometric analysis was used to demonstrate the trend of a research topic based on distribution of research, most productive and influential journals, most productive and influential authors, most cited countries, and most global cited documents. The science mapping technique was used to analyze research output by contributing to the progress of knowledge based on an objective analysis by the conceptual structure. This approach was used to provide an inclusive view of the intellectual and thematic structure of the area. Furthermore, the content analysis was used to examine the characteristics based on the clusters.

The conceptual structure generates the thematic clusters of this field of study by co-occurrence analysis and visualized by thematic map. There are two dimensions to represent the role of each theme, which is centrality and density. Centrality determines the links of a theme with the other themes, and density refers to the strength of the links that bind keywords in a cluster. There are also four quadrants of the thematic map, which is "emerging or declining themes", "niche themes", "basic themes", and "motor themes". Lastly, content analysis will provide an interpretation of the characteristics of the researches, then generate research gaps for the future research.
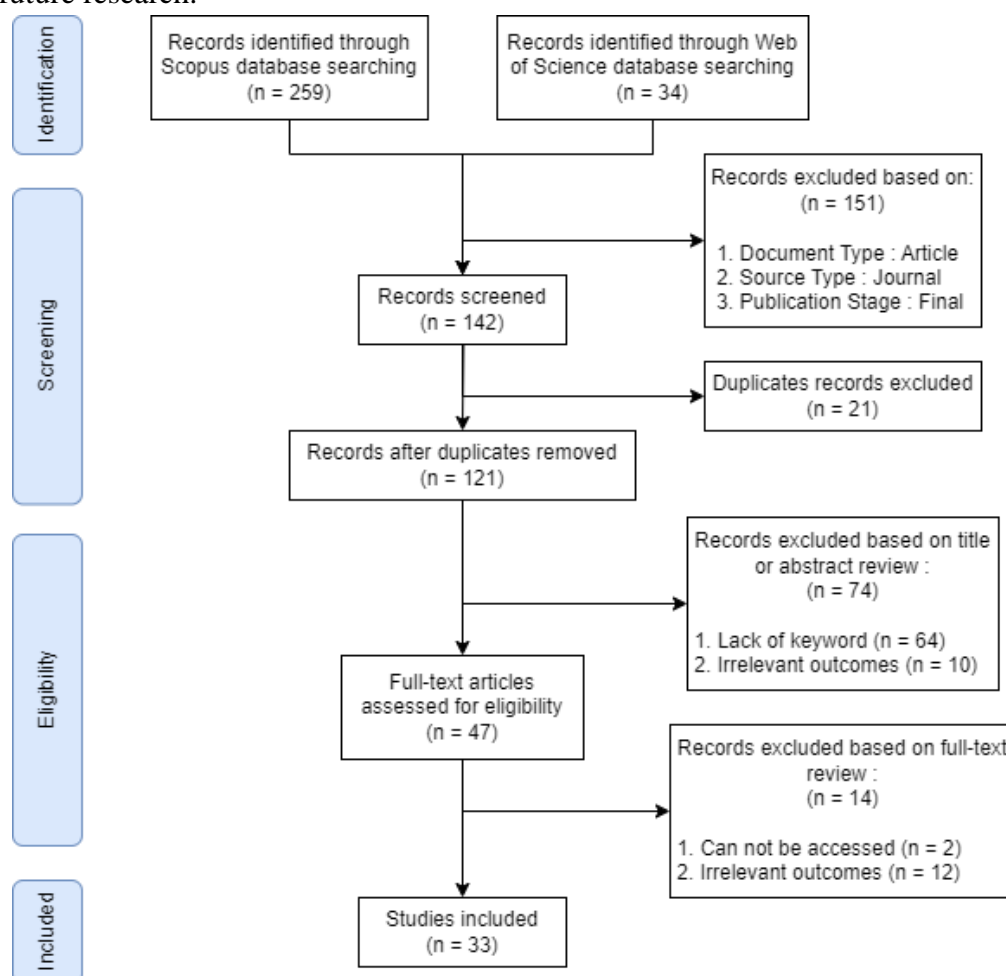

Figure 1. PRISMA Flow Diagram

Results and Discussion

The Trend of Strategic planning in Digital Marketing Researches

To know and understand the trend of strategic planning in Digital Marketing research, this study used the performance bibliometric analysis tools. From the bibliometric analysis, obtained the data presented in table 1, which summarizes all the articles in this field and it shows that the research of strategic planning in digital marketing started accumulating in 2011. As can be seen in the table, total references that relevan with this topic research are 1709, there are thirty-three researches that have been conducted up to 2023 from thirty sources of journals and book with an average citation per document of 7.

Table 1. Main Information of the Data Collected

| Criteria	Description	Result
MAIN INFORMATION	Timespan	2011:2023
	Sources (Journals, Books, etc)	30
	Documents	33
	Annual Growth Rate%	0
	Document Average Age	4.15
	Average Citation per doc	7
	References	1709
DOCUMENT CONTENTS	Keywords Plus (ID)	116
	Author's Keywords (DE)	150
AUTHORS	Authors	89
	Authors of single-authored docs	4
AUTHORS COLLABORATION	Single-authored docs	6
	Co-Authors per doc	2.85
	International c0-authorship%	0
DOCUMENT TYPES	Article	32
	Article; book chapter	1
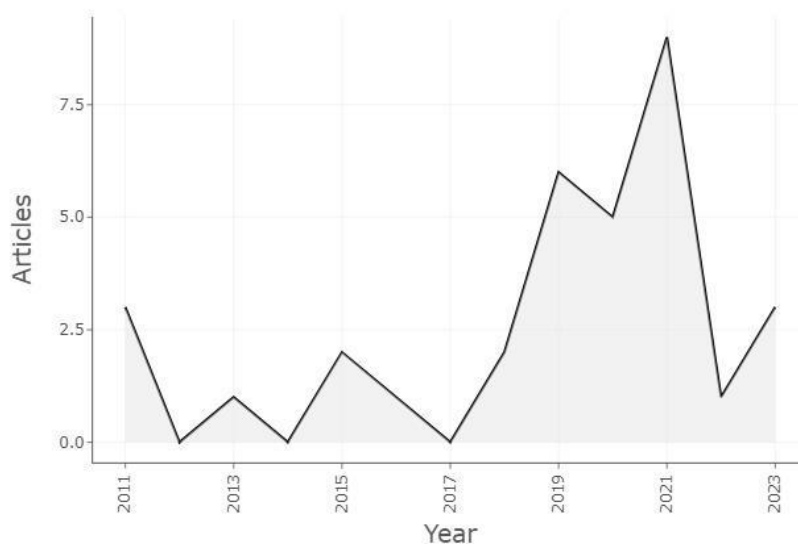
Figure 2. Distribution of Research by Year

Based on the Figure 2 above, it is known that the distribution of research year by year is dynamic. The annual number of research produced is not consistent but still increases or decreases per year. In the 2011, the number shows more of two and a half articlse that distributed. Unfortunately, in 2012, 2014, and 2017 has not distributed any article. But in 2013

the number has increased even though the amount is not as much as 2011. The number in 2015 is much bigger than 2013, and after those years, finally this field of research began to be in demand and developed so that it reached a much higher number than before. It can be concluded that, lately this field of research has received more attention from the researchers than before. So, the most productive years of this field research are in 2021 with more of seven and a half research produced.

Table 2. Most Productive and Influential Journals

Journal	First Article	h_index	g_index	m_index	Article	Total Citation
BOTTOM LINE	2011	1	1	0,077	1	44
JOURNAL OF BUSINESS AND INDUSTRIAL MARKETING	2019	2	2	0,4	2	27
EXPERT SYSTEM WITH APPLICATIONS	2011	1	1	0,077	1	24
JOURNAL OF RESEARCH IN INTERACTIVE MARKETING	2020	1	1	0,25	1	23
BUSINESS HORIZONS	2021	1	1	0,333	1	21
INTERNATIONAL JOURNAL OF BUSINESS INNOVATION AND RESEARCH	2020	1	1	0,25	1	14
MBA: THEORY AND APPLICATION OF BUSINESS AND MANAGEMENT PRINCIPLES	2016	1	1	0,125	1	14
INTERNATIONAL JOURNAL OF CULTURE, TOURISM, AND HOSPITALITY RESEARCH	2019	1	1	0,2	1	13

Of all the data obtained by bibliometrix, here are the top 8 most productive and influential journals. The ranking is measured by the number of research produced and analyzed through h_index, g_index, m_index, and the total number of citations in a source. As can be seen on the table, the top 1 or most productive and influential journals is Bottom Line that has one research produced and total 44 citation. The second place is Journal of Business and Industrial Marketing with two research produced and 27 citations. Followed by Journal of Expert System with Applications which has 24 total citations and one article.

Another journal regarding research in interactive marketing occupies the 4rd position with the number of articles produced 1, and a total of 23 citations. Then, the top 5 is Journal of

Business Horizons that has 21 citations with 1 article. And the remaining three journals have a fairly large gap with the top 5, which has a total of 13-14 citations.

Table 3. Most Productive and Influential Authors

Author Name	First Article	h_index	g_index	m-index	Article	Total Citation
ROMERO N	2011	1	1	0,077	1	44
DAVIES B	2011	1	1	0,077	1	24
HE H	2011	1	1	0,077	1	24
LI S	2011	1	1	0,077	1	24
WARD P	2011	1	1	0,077	1	24
ZHENG L J	2020	1	1	0,077	1	24
ZHANG J	2020	2	2	0,5	2	23
CHOY C	2020	1	1	0,25	1	23
HO J	2020	1	1	0,25	1	23
PANG C	2020	1	1	0,25	1	23

Similar as the previous table, but in Table 3 it shows the most productive and influential authors in this research field. The measurement of whether the author is productive or not is seen through the number of research produced and total number of author citations. There are top 10 authors that more productive and influential than others. In the top place is Romero N with 1 article produced and 44 total citations. Top 2 until 6 (Davies B, He H, Li S, Ward P, and Zheng L J) has the same score which is 1 article produced and 24 total citations. Then, Zhang J placed on the top 7 that has 23 total citations and 2 article produced. And the 3 other authors (Choy C, Ho J, and Pang C) also have 23 citations but just 1 article produced.
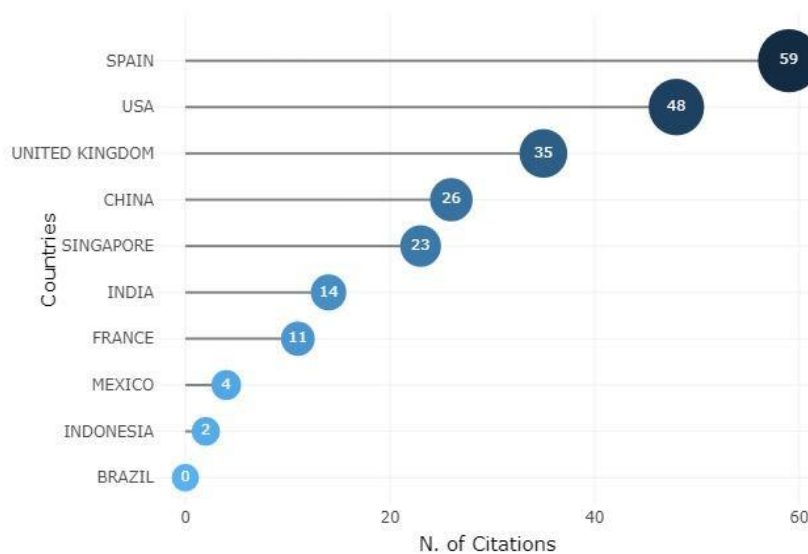

Figure 3. Most Cited Country

The Figure 3 above shows a list of countries with the most cited, and the result is that Spain is the most cited country of strategic planning in digital marketing compared to the others. Followed by USA in the second place that get 48 citation and United Kingdom is the third with 35 citations. There is also China, Singapore, India, France, Mexico and Indonesia as the other countries that have some number of citations. That means, the investigated field of study developed its roots in Spain and USA but there still remains a large gap between those countries.

Table 4. Most Global Cited Documents

Paper	Total Citation	TC per Year	Normalized TC
ROMERO NL, 2011, BOTTOM LINE	44	3,38	1,94
LI S, 2011, EXPERT SYS APPL	24	1,85	1,06
HO J, 2020, J RES INTERACT MARK	23	5,75	1,98
OLSON EM, 2021, BUS HORIZ	21	7,00	4,30
ZHANG J, 2020, J BUS IND MARK	16	4,00	1,38

Based on the data in Table 4, explains the most global cited documents, which shows the top 5 research out of 10. It can be seen that Romero NL paper titled Bottom Line in 2011 has many citations compared the others. Romero's paper has 44 total citations and 3,38 TC per year. In second place is Li S, 2011, with Expert SysApril paper that has total citation and TC per year less than Romero, 24 and 1,85. And the top three is J Rest Interact Mark from Ho J, 2020 with 23 total citation and 5,75 TC per year. Buz Horiz (Olson EM, 2021) and Bus Ind Mark (Zhang J, 2020) ranked 4th and 5th because the total citation is not as many as the others.

Those are the top five of the most impactful in strategic planning in digital marketing. However, this study also provides the trend of strategic planning in digital marketingi's perspective according to the first research question in this study. The findings show the most productive and influential of journals, authors, countries, and researches. However, the distribution of research in this field is still low and only dominated by Spain.

Conceptual structure of Strategic Planning in Digital Marketing Researches

To know and understand about strategic planning in digital marketing research, co occurrence analysis was used to provide conceptual structure and visualized by thematic map which represent the research themes investigated in this study. The thematic map can be seen in Figure 4 that show four main themes were clustered, from the bigger one "marketing strategic planning electronic commerce marketing strategy", "decision theory world wide web", until the smallest "strategic approach" and "social media" which has the same degree.

The details of that thematic map above, point out that there are four themes, which is basic themes, motor themes, niche themes, and emerging or declining themes. Based on map placement, he "marketing" and "social media" clusters are included in "basic themes" in the bottom-right quadrant. But at the same time "marketing" cluster is also included in "motor themes" in the top-right quadrant. While, "decision theory world wide web" cluster included in "niche themes" in the top-left quadrant. And "strategic approach" cluster is included in emerging and declining themes in the bottom-left quadrant.
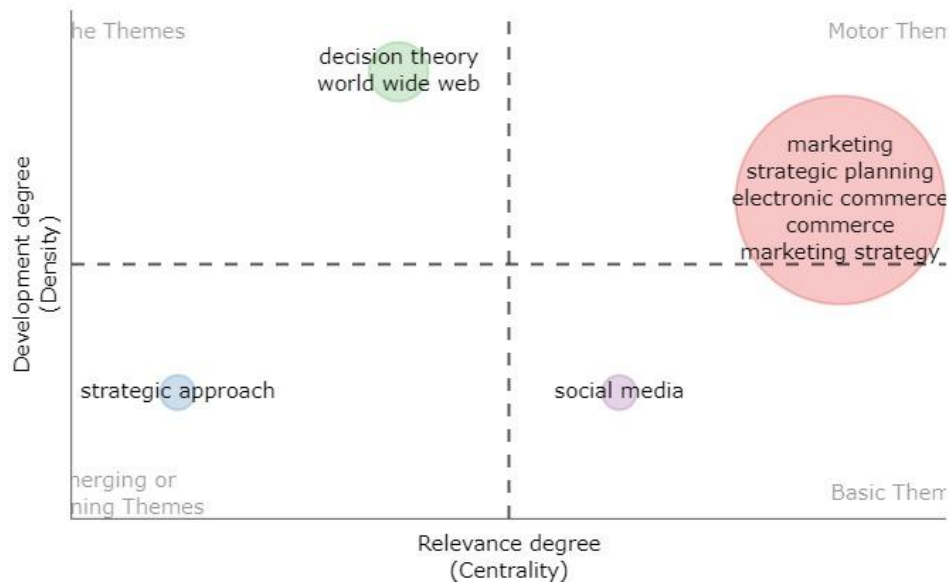
Figure 4. Thematic Map

This is due to the fact that the research in this area is particularly concentrated on a number of issues; as a result, the study's topics tend to revolve around either developed or less developed central or peripheral areas. From Figure 4, can be concluded that research in the "marketing" and "decision theory" clusters are highly developed and important this day, otherwise the researches in the "social media" and "strategic approach" clusters are not that important.

Table 5. Cluster Summary

No	Cluster	Theme	Total Article
1	Marketing	Empirical studies of digital marketing strategies	23
2	Decision Theory	Uses and investigates the decision-making framework in digital marketing strategy	4
3	Strategic Approach	Approaches to build the strategies.	3
4	Social Media	How social media is being leveraged as a tool or a platform to implement their digital marketing strategies.	3

The cluster summary is shown on Table 5, which have four total clusters and themes along with the number of research in each cluster. After analysis, obtained data as follows that the "marketing" cluster with empirical studies of digital marketing strategies is the largest cluster with 23 articles. Other cluster "decision theory" with uses and investigates the decision-making framework in digital marketing strategy theme take second place or have 4 articles. Followed by the "strategic approach" that only 3 articles theme approaches to build the strategies. The last one is "social media" cluster that uses how social media is being leveraged as a tool or a platform to implement their digital marketing strategies and also have 3 articles. Then, this cluster was used for content analysis to generate the characteristics and the future research recommendation for strategic planning in digital marketing researches.

Characteristic of Strategic Planning in Digital Marketing Researches

The conceptual structure of strategic planning in digital marketing researches is analyzed through content analysis of the four clusters to generate the characteristics of the researchers in this research area, namely the "marketing" cluster, the "decision theory" cluster, the "strategic approach" cluster, and the "social media" cluster.

The first cluster is "marketing" cluster. This cluster is the largest cluster because it consists of 23 researches. This cluster focuses on any empirical studies of digital marketing strategies, such as e-marketing strategy, online marketing strategy, mobile marketing strategy, content and campaign marketing strategies. There have been some researches regarding the implementation of online marketing strategies in branded agricultural products and e-marketing strategies in Islamic banking (Liao et al., 2021) (Roumieh et al., 2018). There are also several researches that reported design marketing strategy based on RFM-based customer clustering and M-GAN-XGBOOST model (Wang & Yang, 2021) (Purnomo et al., 2021) (Suhartini et al., 2021).

The second largest in this study is "decision theory" cluster. The main theme of this cluster is to uses and investigates the decision-making framework in digital marketing strategy. One of the researches has presented a modified framework and four propositions to consider dynamic capabilities in the new turbulent environment and extend the relationships between a firm's resources, capabilities, dynamic capabilities, competitive advantage and competitive strategy (Rashidirad et al., 2015). Research also reveals that a Web-based hybrid knowledge automation system, called WebDigital, is efficient and effective in improving the digital marketing strategy formulation process and its output (Li et al., 2011). The decision-making framework has also been used to explore how small restaurants manage social media (Lepkowska-White et al., 2019).

The next cluster is the "strategic approach" cluster which concentrates on the approaches to build the strategies. There are three researches in this cluster. The researches in this cluster is aims to explore the behavior of domestic tourists in seeking information to travel (Lemy et al., 2021) and investigates the effects of consumer perceptions on social enterprises' marketing strategies in a developing country (Nazmul Islam et al., 2021) to create their best digital marketing strategies. The other research also develops communication plan in order to generate their digital marketing strategies.

The last cluster is the "social media" cluster. This cluster is discussed about how social media is being leveraged as a tool or a platform to implement their digital marketing strategies. There are also three researches in this cluster. These researches take into account the social media strategy and activities to improve customer perceived value, encourage customer engagement, and improve their connections with consumers (Zhang & Du, 2020) (Mathur, 2018) (Mathur, 2019).

Conclusion

This study has the main focus to map the trend, conceptual structure, and the characteristic of strategic planning in digital marketing research. In order to achieve that, a bibliometric analysis was used with two approaches, which is performance bibliometric analysis and science mapping technique. A bibliometric analysis is performed using performance bibliometric analysis tools to map the trend and using science mapping analysis technique through co-occurence analysis to examine the conceptual structure, as well as using the content analysis to find the characteristic from this research area. Based on performance bibliometric analysis, the

trend in this field of study was found. The findings show the most productive and influential of journals, authors, countries, and researches. The country distribution of research in this field is dominated in Spain, USA, and United Kingdom. Beside that, the findings based on science mapping technique shows four themes in this field of study, which is the "marketing" cluster, "decision theory" clusters, "strategic approach" cluster, and "social media" cluster. This research has an implication to allow the future research to expand the distribution of countries conducting research in this field of study, especially in the "study" cluster and the "health" cluster. Furthermore, this study will also help the practitioners to understand the foundation of the job satisfaction in textile factory workers and contribute to the scientific community by providing the thematic map and future research recommendations of this field of study. This study also has several limitations. First, this study only covers research related to strategic planning in digital marketing published in the Scopus and Web of Science database, otherwise, the research that is not published in this database may have been missed. Future research may search more than two databases which may increase the amount of research data. Second, the data identification in this study was collected by using selected syntax strategies. Different syntax strategies may result in the different data, which may influence the findings of the study. Third, the co-occurrence analysis was used to present the conceptual structure in this study. Other tools may be used in the future research, such as co-author analysis and co-citation analysis. The future research recommendation in this study will be developed based on the trend, conceptual structure, and the characteristics in this research area. Future research should be conducted in the "marketing" cluster because this theme is potential. Research should also be developed in countries other than Spain, USA, and Unite Kingdom, especially in countries that have not conducted research in strategic planning in digital marketing yet. This recommendation will expand the distribution of countries conducting research in this field of study.

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