

The Impact of Leadership in Promoting Marketing Innovation: A Bibliometric Analysis of International Scientific Production

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Abstract:

This bibliometric analysis examines Leadership and Innovation research from 2014 to 2024, highlighting key patterns in publications, citations, and academic impact. Research output has significantly increased since 2020, driven by interest in organizational resilience and innovation amid uncertainty. The United States is at the forefront, followed by emerging centers such as India, China, and Indonesia. Notwithstanding institutional fragmentation, researchers, including Jianguo Du, Ruth Maria Stock, and Kesha K. Coker, have made substantial contributions, with publications like *Industrial Marketing Management* and *Sustainability* acting as primary outlets. The domain exhibits robust multidisciplinary integration, connecting leadership, innovation strategy, marketing, and sustainability, while keyword trends highlight transformational and entrepreneurial leadership, knowledge dissemination, and environmental responsiveness. Despite its intellectual maturity, the discipline remains structurally fragmented, underscoring the need for greater theoretical integration and international cooperation.

Keywords: bibliometric Analysis ; Marketing Innovation; Leadership;

Jel Classification Codes: I23,031, M12.

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1. INTRODUCTION

In the current hypercompetitive and technologically dynamic landscape, marketing innovation has become a crucial factor in organizational success and sustainability. As companies endeavor to adapt to rapid market changes, shifting consumer expectations, and digital transformation, the strategic importance of leadership in fostering innovation in marketing processes has become increasingly evident. Leadership is recognized not solely as a function of hierarchical power but as a transformative force that cultivates a culture of innovation, experimentation, and continual development (Zhou & Li, 2012). Leadership styles that prioritize vision, empowerment, and adaptability are significantly linked to improved innovation results in marketing sectors (Menguc, Auh, and Shih 2007) (Gumusluoglu & Ilsev, 2009).

Marketing innovation, characterized by the application of unique marketing strategies that entail substantial alterations in product design, promotion, price, or distribution (OECD, 2005), is crucial for distinction and market adaptability. Nonetheless, its successful implementation frequently relies on leaders' ability to manage organizational inertia, foster cross-functional collaboration, and allocate resources towards innovative goals. Research indicates that leadership affects both the development of innovation strategies and their implementation, especially by synchronizing internal capabilities with external market opportunities (Im & Workman, 2004) (Elenkov, Judge, and Wright, 2005).

Despite increasing academic interest in the nexus of leadership and innovation, there remains a lack of consolidated knowledge on leadership's influence on marketing innovation. The majority of current literature predominantly emphasizes either general innovation or leadership alone, leading to disjointed discoveries. Therefore, a thorough examination is urgently required to delineate the intellectual terrain of this confluence and to identify dominant themes, key authors, and emerging trends.

This study uses a bibliometric approach to thoroughly examine the international scientific literature on the influence of leadership on

marketing innovation. Bibliometric analysis quantitatively investigates publication trends and citation frameworks, providing a comprehensive methodological approach to reveal the evolution, structure, and dynamics of academic discourse (Donthu et al., 2021). This study advances theory at the intersection of leadership and marketing innovation while offering practical insights for scholars, practitioners, and policymakers aiming to utilize leadership for marketing transformation.

The research inquiry examined in the paper is as follows:

- RQ1 What has been the annual distribution of Leadership and Marketing Innovation research over the past decade?
- RQ2 Which nations have dominated the field of Leadership and Marketing Innovation during the past decade?
- RQ3 Which educational institutions have made the most significant contributions to Leadership and Marketing Innovation in the past decade?
- RQ4 Which writers have made the most significant contributions to Leadership and Marketing Innovation during the past decade?
- RQ5 Which publications have exerted the most influence on Leadership and Marketing Innovation in the past decade?
- RQ6 What are the most essential domains of Leadership and Marketing Innovation?

Methodology and Hypotheses Testing

This study utilizes a bibliometric approach to analyze the evolution and structural trends of scientific research on leadership and marketing innovation from 2015 to 2024.

The analysis, utilizing data from the Scopus database processed by Bibliometrix and VOSviewer, delineates publishing patterns, citation impact, authorship productivity, institutional contributions, and thematic clusters within the discipline. Performance analysis assesses the advancement of scientific production, the allocation of contributions among countries and institutions, and the impact of prominent authors and journals.

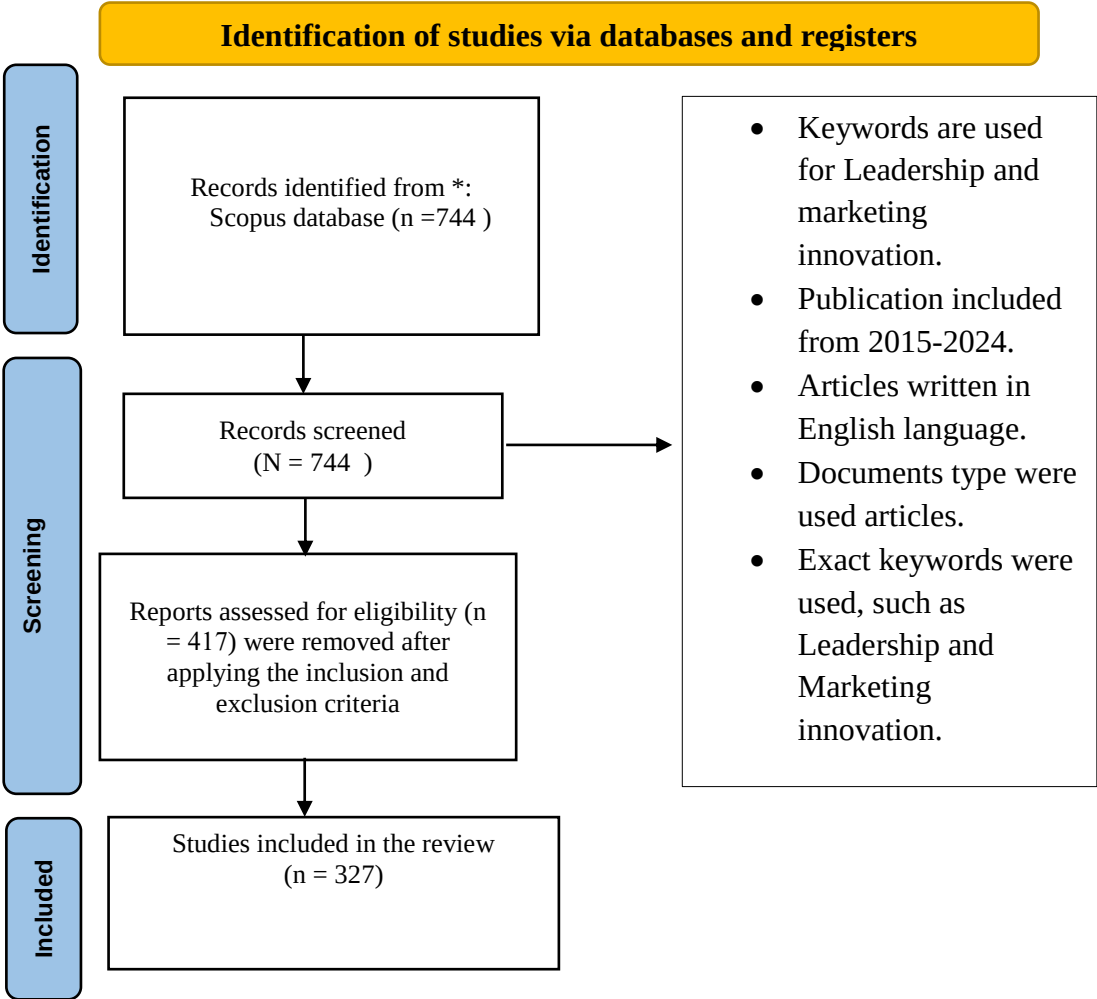
Simultaneously, science-mapping methodologies—such as co-authorship networks, co-citation analysis, and keyword co-occurrence—are used to reveal the intellectual and thematic framework of the study domain.

The study formulates hypotheses concerning temporal publication patterns, geographical distribution, institutional concentration, author productivity, journal influence, and thematic clusters, based on the literature and the obtained dataset.

Proposed Hypotheses

- H1 The annual scholarly output on leadership and marketing innovation grew substantially from 2015 to 2024, with a marked acceleration after 2020.
- H2 The United States dominates publication volume on leadership and marketing innovation from 2015 to 2024, followed by emerging economies such as India and China.
- H3 (Institutional Concentration): Scientific output in this domain is concentrated among a limited number of higher education institutions, with the top 10 institutions accounting for a disproportionately large share of publications.
- H4 A select set of writers, such as Jianguo Du, Ruth Maria Stock, and Kesha K. Coker, accounts for a disproportionately large share of publications and citations compared to the overall author demographic.
- H5 A select group of journals—including *Industrial Marketing Management*, *Sustainability*, *International Journal of Innovation Science*, and *Journal of Business-to-Business Marketing*—accounts for the predominant share of publications and citations within the discipline.
- H6 (Thematic Framework of the Domain)
- H6a: Transformational and innovation-driven leadership constitutes a fundamental topic cluster.

- H6b: Entrepreneurial leadership and information sharing form a unique cluster associated with marketing performance and new product creation.
- H6c: Sustainability and environmental responsiveness constitute an emerging nexus between leadership and innovation strategy. Environmental strategy.
- **Fig.1. PRISMA 2020 for this review**



Source: Page MJ, et al. BMJ 2021;372:n71. Doi: 10.1136/bmj.n71 This work is licensed under CC BY 4.0. To view a copy of this license, visit <https://creativecommons.org/licenses/by/4.0/>

This review examined the correlation between leadership and marketing innovation. A review was conducted utilizing the Scopus database on 24 October 2025.

This study employed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework.

2. Identification

Firstly, we used two main keywords: Leadership and Marketing Innovation.

2.1 Screening

Table 01: included and excluded criteria

	Inclusion criteria	Exclusion criteria
	Research period 2015-2024	Before 2014, 2025 was excluded
01	Digital Transformation and Marketing Innovation	Other than that, excluded
02	Articles	Conferences, profiles, blogs, theses, and book chapters were excluded
03	English language	Any other language was excluded
04	The subject areas included social science and humanities	Other than that, excluded

Source: Greeted by the Auteurs

After applying the above, the number of articles in this study was 744 . We conducted a bibliometric review that included

2.2 Inclusion

In this phase, the researchers worked collaboratively to ensure the quality of the results in the quality assessment, the first and final phase.

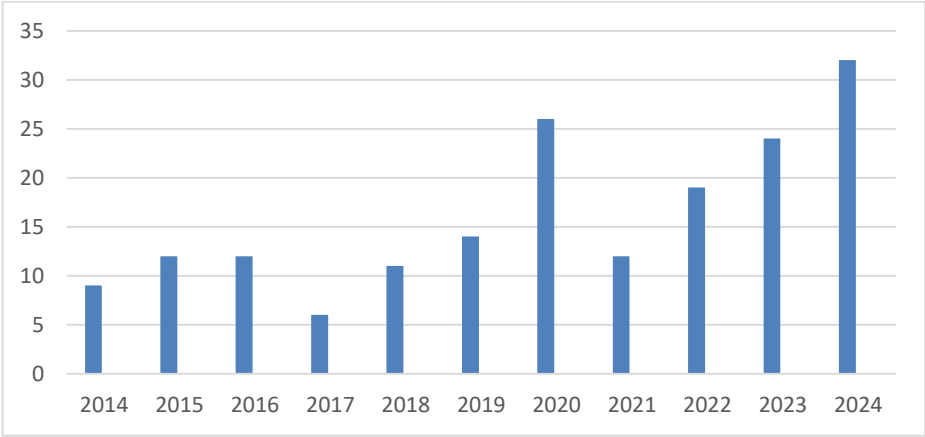
We included 327 articles after the first screening and, after scanning the results, excluded around 417.

3. Results

3.1 First Hypothesis

H1 The annual scholarly output on leadership and marketing innovation grew substantially from 2015 to 2024, with a marked acceleration after 2020.

Fig.2. Annual distribution of leadership and innovation over the past decade



Source: Scopus

1. Evolution of Scientific Production in Leadership and Innovation (2014–2024)

The trend in scientific output in Leadership and Innovation over the past decade reveals a dynamic, progressively broadening research landscape. Between 2014 and 2024, academic contributions generally increased, though they were marked by occasional swings, reflecting both sustained interest and sporadic surges in scholarly focus on this interdisciplinary subject.

Preliminary Stage: Gradual Engagement (2014–2017)

From 2014 to 2017, research endeavors in the field were somewhat constrained. The publication totals varied from 6 in 2017 to 12 in both 2015 and 2016, with 9 in 2014 and 11 in 2018. This phase might be considered an incubation stage, during which foundational theories and frameworks were likely scrutinized and scholarly engagement was progressively evolving.

Transitional Phase: Moderate Growth (2018–2021)

A more significant growth trend emerges between 2018 and 2021. Notwithstanding the field's volatility, the quantity of publications rose from 11 in 2018 to 12 in 2021, reaching a zenith of 26 in 2020. The substantial increase in 2020 may mainly be ascribed to the global COVID-19 pandemic, which heightened scrutiny of leadership methodologies and innovation strategies. Organizational responses to crises have undoubtedly spurred research on adaptive leadership and innovative capabilities, leading to a surge in academic papers.

Acceleration Phase: Significant Growth (2022–2024)

A significant trend has emerged over the past three years. Commencing in 2022 with 19 articles, escalating to 24 in 2023, and culminating at 32 publications in 2024, the data demonstrate a notable and consistent increase in academic output. This emerging trend signifies that the intersection of leadership and innovation has become a prominent area of research. The increasing complexity of organizational environments, technological disruption, and the strategic necessity for innovation may have collectively stimulated this academic interest.

2. General Trends and Consequences

Over the decade, the quantity of publications nearly quadrupled—from 9 in 2014 to 32 in 2024—illustrating the field's development and its increased relevance in tackling contemporary organizational and societal issues. The evidence indicates that the discipline has evolved from fundamental exploration to a phase of significant theoretical development and empirical investigation.

This evolution signifies a shift in academic objectives, highlighting leadership as both a managerial function and a catalyst for innovation across several domains. The recent increase in publications underscores the field's advancement and provides a solid foundation for additional interdisciplinary research.

3.2 Second question

H2 The United States dominates publication volume on leadership and marketing innovation from 2015 to 2024, followed by emerging economies such as India and China.

Table 2: Top 10 countries

	Country	TP
01	United States	38
02	India	20
03	China	14
04	United Kingdom	14
05	Indonesia	11
06	Spain	09
07	Australia	07
08	Germany	07
09	Italy	05
10	Sweden	05

Source: Scopus

The worldwide distribution of scientific output in leadership and innovation during the last decade reveals a varied and growing research environment shaped by economic advancement, institutional robustness, and national innovation agendas. The United States unequivocally leads the field, generating nearly twice as many articles as the second-ranking nation. This leadership demonstrates a well-developed research infrastructure, robust funding mechanisms, and strong academic-industry collaborations that foster innovation-driven scholarship.

Numerous Asian countries, including India, China, and Indonesia, have become substantial providers. India's growing research efforts are driven by its rapid economic growth and focus on digital and managerial innovation, whereas China's output aligns with its national policy of innovation-driven development. Indonesia's growing academic involvement indicates a heightened regional focus on leadership development and organizational innovation in Southeast Asia.

European nations, such as the United Kingdom, Spain, Germany, Italy, and Sweden, demonstrate consistent productivity grounded in robust research traditions in organizational and innovation studies. Australia serves as a significant academic center in Oceania, with globally connected universities enhancing international dialogue.

The regional distribution of publications underscores the relationship between national research capacity and contextual innovation requirements. The variety of contributing nations indicates a globalized academic focus on leadership and innovation. Given the culturally and institutionally ingrained characteristics of leadership practices, subsequent studies ought to include cross-national comparative analyses to enhance understanding of how diverse settings influence innovation outcomes.

3.3 Third Hypothesis

H3 (Institutional Concentration): Scientific output in this domain is concentrated among a limited number of higher education institutions, with the top 10 institutions accounting for a disproportionately large share of publications.

Table 3. Top 10 Educational Institutions

#	Educational institutions	TP	Country
1	University of Massachusetts Boston	03	United States
2	DePaul University	03	United States
3	Temple University	03	United States
4	Koç University	02	Turkey
5	Linköpings Universitet	02	Sweden
6	Hohai University	02	China
7	King's College London	02	United Kingdom
8	Jiangsu University	02	China
9	Copenhagen Business School	02	Denmark
10	University of Surrey	02	United Kingdom

TP*=TOTAL PUBLICATIONS

Source: Scopus

Institutional Leadership in the Field of Leadership and Innovation

Recognizing the most effective educational institutions in Leadership and Innovation provides significant insights into the intellectual hubs that shape contemporary discourse and enhance theory and practice. Over the past decade, universities across North America, Europe, and Asia have published research on this intersection. An analysis of the top 10 institutions reveals geographical concentration and the rise of academic entities focused on leadership and innovation studies.

1. Prominent Institutions from the United States

Three American universities—University of Massachusetts Boston, DePaul University, and Temple University—lead the ranking with three publications each, affirming the United States as a dominant force in higher education at the institutional level. Despite their low standing in overall university rankings, these institutions' research in this area underscores the importance of specialized academic entities, such as business schools and leadership development centers, in promoting

thematic progress. The prevalence of elite institutions in the U.S. reflects the country's dominant status in the field, as evidenced by national data.

Diverse Global Representation

Globally, leading institutions are widely distributed, reflecting an increasing worldwide interest in research on leadership and innovation. Koç University (Turkey) and Linköping University (Sweden) have each disseminated two papers, illustrating significant contributions from nascent European research institutions concentrated on interdisciplinary studies and innovation policy.

Hohai University and Jiangsu University represent China's burgeoning research capability and institutional dedication to innovation-driven advancement. These universities, although not traditionally recognized as global academic leaders, are increasingly involved in business and management research.

King's College London and the University of Surrey exemplify the United Kingdom, each offering strong business and leadership programs. Their presence highlights the UK's enduring influence on management research, particularly within European academic frameworks.

Copenhagen Business School (Denmark) concludes the list, underscoring the Scandinavian tradition of leadership research centered on sustainability, participatory governance, and innovation-driven organizational structures.

3. Observations and Prospective Directions

The limited number of publications (2-3 per institution over a decade) indicates that, despite the growth of the leadership and innovation domain, it remains underemphasized within institutions. This suggests opportunities for improved consolidation, collaboration, and network expansion among global institutions.

The inclusion of institutions from both affluent and developing countries highlights the contextual relevance and universal applicability of studies in leadership and innovation. As challenges become more complex and interconnected—spanning digital transformation to climate

adaptation—the academic community is increasingly compelled to explore leadership paradigms that foster innovation across industries and geographies.

3.4 Fourth Hypothesis

H4 A select set of writers, such as Jianguo Du, Ruth Maria Stock, and Kesha K. Coker, accounts for a disproportionately large share of publications and citations compared to the overall author demographic.

Table 4. Top 10 authors in the field

#	Author	TP*	TC*	H-INDEX	Most cited article*	Times Cited	Country
1	Afriyie, Samuel Owusu	4	28	2	The nexus among innovation types, knowledge sharing, transformational leadership, and marketing performance in an emerging economy: An empirical study	14	USA
2	Coker, Kesha K.	20	211	8	BIG IMPACT TEACHING MOMENTS IN THE BIG EASY	03	United States
3	Crespo, Nuno Fernandes	479	22	12	The effects of subsidiaries' leadership and entrepreneurship on international marketing knowledge transfer and new product development	21	PORTUGAL
4	Du, Jianguo	3715	130	33	The nexus among innovation types, knowledge sharing, transformational leadership, and marketing performance in an emerging economy: An empirical study	14	China
5	Faridi, Mohammad Rishad	248	29	10	Child leader standing on a precipice: a case study of NextGenInnov8	02	Saudi Arabia
6	Gala, Prachi B.	280	28	8	GOING THE EXTRA MILE: TEACHING INNOVATIONS DURING COVID TIMES	03	Georgia
7	Gupta, Praveen	4	5	1	Bharat Forge: entrepreneurial leadership	01	India

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					triumphs in disruptive times		
8	Stock, Ruth Maria	2596	56	27	A closer look at cross-functional R&D cooperation for innovativeness: Innovation-oriented leadership and human resource practices as driving forces	79	German y
9	Temel, Serdal	532	41	15	Insights from the later stage of the new product development process: findings from Turkey	08	Turkey
10	Zacharias, Nicolas Andy	784	29	13	A closer look at cross-functional R&D cooperation for innovativeness: Innovation-oriented leadership and human resource practices as driving forces	79	German y

TP*=TOTAL PUBLICATIONS, TC*=TOTAL CITATIONS

Source: Scopus

Key Contributors to the Field of Leadership and Innovation (2014–2024)

Comprehending the most significant authors in Leadership and Innovation elucidates both individual academic influence and the overarching philosophical framework of the topic. An examination of publication output, citation counts, and H-indexes indicates a diverse group of contributors from numerous nations and academic traditions.

Prominent Authors and Their Research Impact.

The results differentiate between authors with prolific publication rates and those whose work has garnered substantial citation influence. Kesha K. Coker (USA) is the most prolific author, with 20 publications and an H-index of 8. Although she is not among the most frequently cited academics, her ongoing publications demonstrate a sustained and impactful presence, especially in domains of pedagogical innovation and organizational practices.

Samuel Owusu Afriyie (USA) has a significant intellectual impact, despite his limited output of 4 publications. His extensively referenced study on leadership, innovation, and marketing performance in emerging economies (14 citations) identifies a potential research trend. Jianguo Du (China) and Nuno Fernandes Crespo (Portugal) have made significant contributions, with citation counts of 130 and 22, respectively. Du's H-index of 33 indicates a well-established and influential research profile, particularly in transformational leadership and innovation dynamics. Crespo's H-index of 12 signifies substantial contributions to worldwide marketing and subsidiary management.

Ruth Maria Stock and Nicolas Andy Zacharias (Germany) are acknowledged for their impactful joint research on cross-functional R&D collaboration, which has received 79 citations. Their research highlights the importance of transdisciplinary leadership for enhancing organizational innovation.

Emerging Voices in the Discipline Several researchers with limited publishing output have still made significant contributions.

Mohammad Rishad Faridi (Saudi Arabia) and Prachi B. Gala (Georgia) investigate educational and experiential innovation, particularly in the context of disasters such as the COVID-19 pandemic.

Praveen Gupta (India) provides insights into entrepreneurial leadership through contextualized case studies in the Indian business context.

Serdal Temel (Turkey), possessing a substantial publication record of 532 papers and an H-index of 15, has significantly contributed to research in new product development and innovation management in Turkey.

Cognitive Terrain and Consequences

Both prominent and nascent experts from various geographic areas influence the domain of Leadership and Innovation. International cooperation, especially among the USA, China, and Germany, is crucial for advancing high-impact research. The range of subjects, including innovation pedagogy, crisis leadership, R&D collaboration, and knowledge-sharing systems, underscores the field's multidisciplinary nature.

This diversity enriches the intellectual landscape while underscoring the need for future research to integrate these disparate subfields into a more cohesive conceptual framework, facilitating a deeper, more unified understanding of how leadership drives innovation across diverse contexts.

3.5 Fifth Hypothesis

H5 A select group of journals—including Industrial Marketing Management, Sustainability, International Journal of Innovation Science, and Journal of Business-to-Business Marketing—accounts for the predominant share of publications and citations within the discipline.

Table 5. Top 05 journals in the field

#	Journal	TP*(2021- 2024)	TC* (2021- 2024)	Cite Score	Most cited article*	Times Cited	publisher
01	Emerald Emerging Markets Case Studies	580	211	0.4	Child leader standing on a precipice: a case study of NextGenInnov8	02	Emerald
02	Industrial Marketing Management	724	11029	15.2	Enhancing product innovation performance in a dysfunctional competitive environment: The roles of competitive strategies and market-based assets	207	Elsevier
03	Sustainability (Switzerland)	58414	45030	7.7	Is strategic proactivity a driver of an environmental strategy? Effects of innovation and internationalization on leadership	29	Multidisciplinary Digital Publishing Institute (MDPI)

04	International Journal of Innovation Science	167	1206	7.2	The impact of entrepreneurial leadership on innovation management and its measurement validation	119	Emerald Publishing
05	Journal of Business-to-Business Marketing	93	260	2.8	Adoption of Big Data Technology for Innovation in B2B Marketing	106	Taylor & Francis

Source: Scopus

Premier Journals in Leadership and Innovation Research (2021–2024):

An analysis of prominent academic papers in Leadership and Innovation reveals a dynamic, evolving knowledge ecosystem shaped by multidisciplinary research and cross-sector relevance. Prestigious publications such as *Industrial Marketing Management* and *Sustainability* are crucial for promoting theoretical, empirical, and practice-oriented research. *Industrial Marketing Management* is the premier platform that integrates strategic marketing insights with an analysis of innovation driven by leadership. *Sustainability* emphasizes the increasing alignment of environmental care, strategic proactivity, and innovative leadership. Specialized publications like the *International Journal of Innovation Science* and the *Journal of Business-to-Business Marketing* enhance scholarly discourse on entrepreneurial leadership, innovation management, and technology-driven transformation. Simultaneously, practice-oriented venues such as *Emerging Markets Case Studies* enhance the discipline by contextualizing leadership dynamics inside authentic organizational difficulties, especially in emerging economies.

These papers collectively demonstrate the interdisciplinary scope of the discipline, connecting strategic management, environmental leadership, R&D collaboration, and innovation ecosystems. This diversity signifies a transition from exclusively theoretical assessments to more practical, context-aware examinations of leadership's function in

promoting innovation during periods of uncertainty and swift transformation.

Broader Academic Trends and Discourse

The bibliometric study underscores numerous notable advancements in Leadership and Innovation research over the past 10 years.

The temporal study indicates a consistent increase in scholarly output, succeeded by a significant surge post-2020. This pattern indicates that global disruptions, notably the COVID-19 pandemic, have fostered renewed interest in adaptive and resilience-oriented leadership approaches that facilitate organizational innovation. The 2024 peak may signify a nascent time of theoretical consolidation and methodological progress.

Secondly, geographical contributions indicate a rise in global academic plurality.

Although the United States remains the primary provider, nations such as India, China, and Indonesia have emerged as influential participants in the sector. This transition emphasizes the global nature of innovation discussions and reinforces the necessity for comparative, cross-cultural research that considers context-specific leadership methodologies.

The institutional landscape is significantly fragmented, creating opportunities for diverse theoretical perspectives and methodological innovation. Inter-institutional and inter-regional collaboration is crucial for enhancing the intellectual cohesiveness of the discipline.

Fourth, patterns of author influence indicate varied trajectories toward scholarly prominence. Elevated citation counts among prominent authors indicate significant theoretical contributions, whereas regular publications by others reflect ongoing involvement and intellectual continuity. This amalgamation of depth and breadth fosters the evolution of a resilient, multifaceted field of study.

The examination of principal journals underscores the simultaneous presence of disciplinary diversity and theme focus.

Renowned, high-impact journals offer extensive conceptual and methodological frameworks, whereas specialized channels facilitate in-depth investigation of specific issues such as entrepreneurial leadership, innovation assessment, and technology adoption.

These findings demonstrate the continued evolution and diversification of Leadership and Innovation studies. They underscore the significance of interdisciplinary integration, rising global contributions, and an ongoing transition towards context-driven empirical investigation.

5. CONCLUSION

This bibliometric analysis provides an extensive overview of the academic domain of Leadership and Innovation over the last 10 years. The research offers an extensive examination of the development and prospective direction of the subject by analyzing publishing trends, geographic distribution, institutional contributions, author impact, and leading journals.

The findings clearly indicate that scholarly interest in the relationship between leadership and innovation has steadily risen, particularly following 2020, a period marked by global disruption and organizational transformation. This growth represents not merely a quantitative alteration but also a qualitative shift towards more pragmatic, transdisciplinary, and contextually enriched research. Countries such as the United States, India, and China have emerged as prominent benefactors, supported by diverse institutions and an expanding network of engaged scholars.

The variety of publication routes that support this body of knowledge is equally important. The region benefits from a thorough yet focused dissemination plan that includes high-impact journals like *Industrial Marketing Management* and specialty publications such as the *International Journal of Innovation Science*. This demonstrates the field's increasing sophistication and its ability to tackle practical organizational challenges while advancing theoretical discourse.

Nevertheless, the research highlights areas that need more development. The disjointed institutional representation and inequitable citation distribution underscore the need for more cohesive research communities and more cross-institutional collaboration. Moreover, as the field progresses, subsequent research would benefit from greater

theoretical unity, longitudinal studies, and the inclusion of underrepresented locations and contexts.

The intersection of leadership and innovation is a burgeoning research area, crucial to understanding how enterprises can navigate complexity, foster creativity, and achieve sustainable success. This study clarifies the structural dynamics of literature, laying the groundwork for more deliberate and inclusive academic engagement in the future.

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