# LITERATURE DEVELOPMENT OF E-COMMERCE AND SUPPLY CHAIN: BIBLIOMETRIC ANALYSIS

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## ABSTRACT

*The study of e-commerce and supply chain performance has experienced rapid development over the last few decades. This research analyzes the literature on the supply chain of e-commerce on a global scale and identifies interesting variables that researchers can further develop in future studies. The literature analyzed for this research consists of bibliometric data from 2014 to 2024. The bibliometric analysis was conducted using the Scopus database and analyzed with the software tool VOSviewer. The results indicate that research on supply chains and e-commerce has grown significantly over the past ten years. Additionally, new and intriguing variables for investigation have emerged, such as big data, agency selling, and live streaming. It is important to note that China has been a prominent focus in every aspect of the bibliometric analysis method used in this study. One limitation of this research is the lack of in-depth analysis, highlighting the need for further exploration using other research methods.*

*Keywords: E-commerce, Supply Chain, Supply Chain Management, Bibliometric Analysis, Co-occurrence, Co-authorship*

## A.  INTRODUCTION

The development of e-commerce over several decades has shown extraordinary growth, bringing revolutionary change to the methods businesses operate and how consumers engage in shopping. The transformation that occurred in the digital landscape has opened the door for various opportunities, such as the previous one; once there are, it allows businesses to expand their range to the global market and allows consumers to enjoy unmatched comfort while shopping.

The supply chain is fundamental in supporting the growth of e-commerce, ensuring that the delivery of goods and services to consumers worldwide is efficient and effective. According to the latest data, the rapid development of e-commerce is reflected in the estimated global online retail sales, expected to reach $6.3 trillion by 2023 (Seller Commerce, 2024). Significant factors, including increased internet penetration, widespread adoption of smartphone devices,

changes in consumer behavior and preferences, and new technologies such as cloud computing and big data analytics, drive this growth rate.

E-commerce has evolved from a digital phenomenon into one of the main drivers of global economic growth and social development worldwide (Gereffi & Lee, 2012). Its presence has brought about significant changes across many industries, creating job opportunities and strengthening international trade. Additionally, e-commerce provides substantial empowerment to small and medium enterprises (SMEs) by offering a platform to compete directly with larger companies and expand their access to the global market.

The success of e-commerce is primarily determined by the effectiveness of the supply chain management applied (Chopra & Meindl, 2010). A well-managed supply chain ensures customer satisfaction by delivering the right products on time, efficiently handling returns, and providing responsive customer service. Furthermore, optimization in the e-commerce supply chain can significantly reduce operational costs through a more streamlined logistics process, better inventory management, and improved transportation efficiency (Simchi-Levi et al., 2008). A resilient and flexible supply chain is key to achieving competitive superiority, as it allows businesses to adapt to dynamic market conditions and unexpected disruptions quickly (Christopher & Peck, 2004).

The implementation of e-commerce in developing countries often faces challenges, particularly regarding infrastructure, customer trust, and the security of online payments (Hendricks & Mwapwele, 2024). Low internet penetration and a lack of access to digital technology are significant barriers to adopting e-commerce in these regions (Clarke et al., 2004). In Africa, for example, mobile commerce (m-commerce) has emerged as an important solution to overcome these obstacles. M-commerce offers flexibility and personalization, allowing business transactions to occur anytime and anywhere (Pankomera & van Greunen, 2019).

Although management's role in e-commerce supply chains is strategic, it cannot overlook the complex challenges. One of the main obstacles is the lack of an integrated system among the various parties involved in the supply chain, which can result in inefficiencies, delays, and increased operational costs (Lambert & Cooper, 2000). Implementing an integrated information system that connects all supply chain elements can address these challenges (Tang et al., 2014). Another common challenge is last-mile delivery management, especially in urban areas facing congestion and complex traffic infrastructure. This situation can lead to higher costs, reduced delivery accuracy, and adverse impacts on operational sustainability (Gevaers

et al., 2014). Innovations in last-mile delivery, such as drones and automated parcel lockers, offer promising solutions to enhance efficiency and sustainability (Mashalah et al., 2022).

An effective management chain for e-commerce supply requires a deep understanding of various factors that influence it. Technological, organizational, and environmental (TOE) factors play a crucial role, especially in the adoption and success of e-commerce for small and medium enterprises (SMEs) (Ahmed et al., 2015). These factors are interrelated and must be considered holistically when developing an effective e-commerce strategy (Lekmat, 2018). A study by Agatz et al. (2008) indicated that e-fulfillment and multi-channel distribution are critical aspects of e-commerce supply chain management. Good integration and coordination between various distribution channels enable efficient e-fulfillment (Agatz et al., 2008).

On the other hand, consumers increasingly have high expectations, such as a demand for faster shipping, personalized delivery options, and the implementation of sustainable practices. These factors complicate the challenges in managing the e-commerce supply chain (Esper et al., 2003; Wang et al., 2016). Improving service quality and building customer trust have become key factors in promoting the adoption and sustainability of e-commerce (Tining & Subriadi, 2020).

## B. LITERATURE REVIEW

### E-commerce

E-commerce, or electronic trading, refers to the buying and selling of goods and services through electronic networks, especially the Internet (Rao & Goldsby, 2009). It encompasses a variety of transactions, including online retail, online marketplaces, and online auctions (Aulkemeier et al., 2016). E-commerce is noted for its wide accessibility, allowing businesses to reach global customers and providing convenience for consumers who can shop anytime and anywhere (Bai et al., 2024). Current trends in e-commerce include the increasing use of mobile devices for shopping (Cagliano et al., 2015).

### Supply Chain Management (SCM)

Supply Chain Management (SCM) is the process of planning, controlling, and executing the flow of goods and services efficiently and effectively from the point of origin to the point of consumption (Doktoralina & Apollo, 2019). Standard SCM models include traditional supply chain models, demand-driven supply chain models (Lambert & Cooper, 2000), and agile supply chain models (Simchi-Levi et al., 2008). SCM technology plays an important role

in optimizing supply chain operations, with innovations such as planning systems for sourcing (Lin et al., 2016), radio frequency identification (Chopra & Meindl, 2010), and big data analytics that enable businesses to increase visibility, efficiency, and informed decision-making (Wruck et al., 2017).

### *Supply Chain in E-commerce*

The supply chain in e-commerce has unique characteristics, including the need to handle many small orders and to fulfill these orders quickly (Shteren & Avrahami, 2017). Additionally, it often involves complex logistics for last-mile delivery (Raman & Pramod, 2017). Challenges in the e-commerce supply chain include a lack of integrated systems among various parties (Mansell, 2003), difficulties with last-mile delivery, especially in remote urban areas (Cagliano et al., 2015), and the increasing demand for faster shipping and personalized delivery options (Aulkemeier et al., 2016). E-commerce businesses adopt various supply chain strategies, such as optimizing their fulfillment networks, partnering with third-party logistics providers (Lin et al., 2016), and utilizing technology to enhance visibility and efficiency (Wruck et al., 2017).

Based on a review of various literature, supply chain management in e-commerce is influenced by several primary factors that can be grouped into the Technology-Organization-Environment (TOE) framework. Technological factors include adopting integrated information systems, using big data, cloud computing, and logistics innovations such as drones or automated parcel lockers. Organizational factors involve the company's internal readiness, including human resource capabilities, managerial structures, and adaptive culture to digital change. Meanwhile, environmental factors include the availability of digital infrastructure, supportive regulations, consumer trust in payment systems, and data security. These three aspects collectively influence the effectiveness of supply chain management, especially when facing operational challenges such as last-mile delivery, integration between platforms, and customer demands for fast and personalized services. By utilizing this approach, this study profoundly analyzes the scientific literature on e-commerce supply chain management. By exploring trends, patterns, and relationships in the published research, this study aims to identify the main focuses within the field, uncover potential research gaps, and formulate promising directions for future investigations. The insights gained are expected to provide a rich understanding of the evolution and development of research in e-commerce supply chain management, which can help support strategic steps in the future.

## C. RESEARCH METHOD

This study adopted a combined bibliometric analysis with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol. PRISMA was utilized to ensure transparency and quality in systematic reviews and meta-analyses. The four phases of PRISMA—identification, screening, eligibility assessment, and inclusion—were carefully implemented to filter relevant supporting studies (Garza-Reyes, 2015). This careful process helped ensure that the data obtained focused on the goal of detecting fraud using artificial intelligence. Bibliometric analysis is a method used to analyze measurable information about a publication based on factors such as geographical distribution, research events, co-authorship, and the relevance of research institutions. The results of this analysis contribute to a deeper understanding of the current state of research in this field (Jauhar et al., 2023).

The primary data source for this study is the Scopus database, which is widely recognized for its high academic quality. In the initial identification stage, 3,505 articles were found based on the keywords "supply chain," "e-commerce," and "supply chain in e-commerce." Articles were selected based on relevant fields such as Business, Management, and Accounting. The study focuses exclusively on journal articles published in English between 2014 and 2024. After the screening process, 584 articles met the criteria and were used in the analysis of this study.

Two main bibliometric techniques were applied: co-occurrence analysis (examining relationships between keywords) and co-authorship analysis (exploring collaboration between authors). These techniques effectively describe trends, collaboration patterns, and the evolution of research topics in various fields (Behl et al., 2022; Amini, 2023). The software tool VOSviewer produces visual network maps that depict connections and structures within the literature. It helps gain in-depth insights and identify existing problems and new ideas for future research. The following query data was used in the search (20 December 2024). (TITLE-ABS-KEY ("supply chain") AND TITLE-ABS-KEY ("e-commerce") OR TITLE-ABS-KEY ("supply chain in e-commerce")) AND PUBYEAR > 2013 AND PUBYEAR < 2025 AND ( LIMIT-TO ( SUBJAREA , "BUSI" ) ) AND ( LIMIT-TO ( DOCTYPE , " ar ") ) AND ( LIMIT-TO ( LANGUAGE , "English" ) ) AND ( LIMIT-TO ( SRCTYPE , "j" ) ).

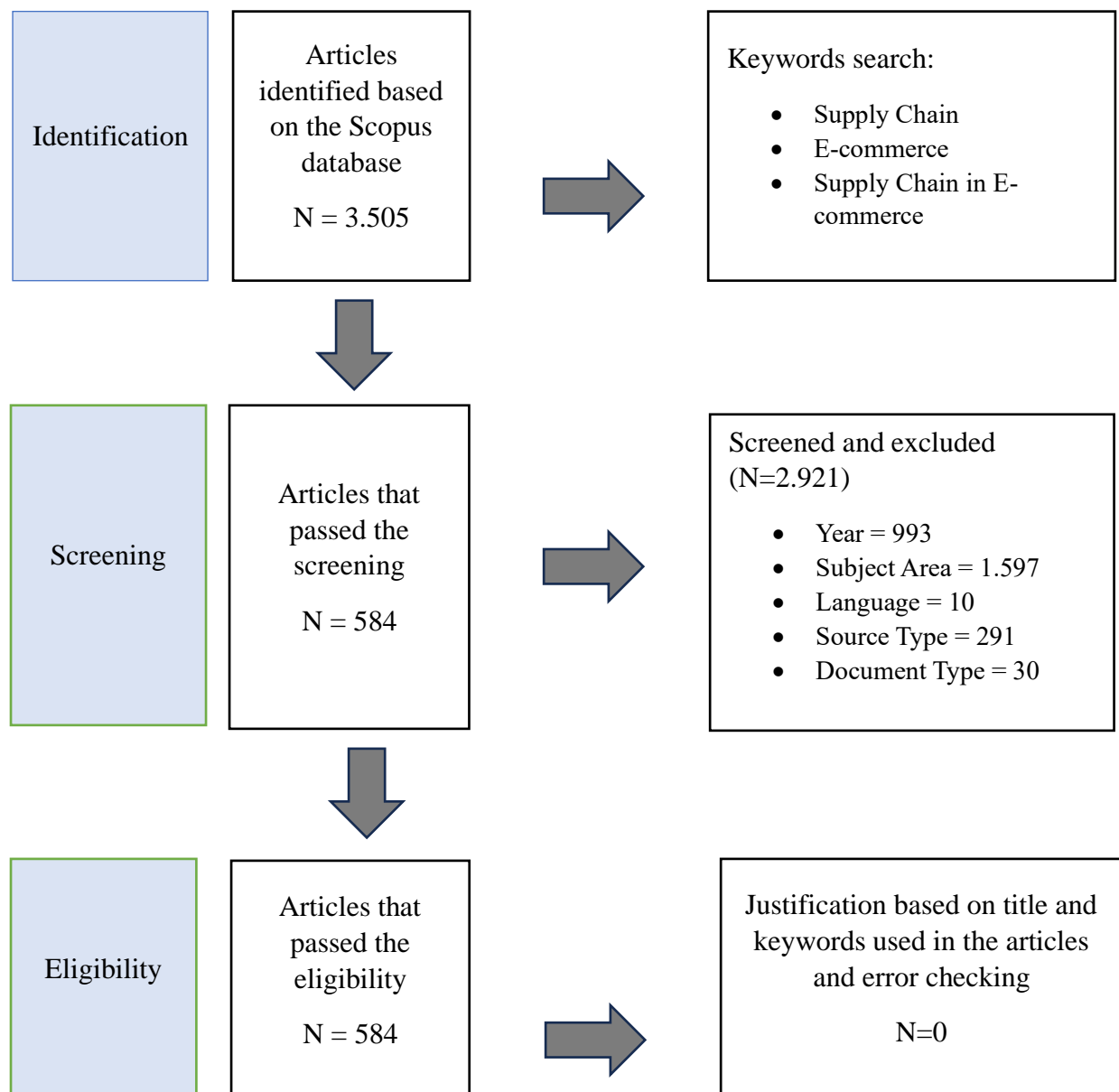| Identification | Articles identified based on the Scopus database<br><br>N = 3.505 | Keywords search:<br><br>• Supply Chain<br>• E-commerce<br>• Supply Chain in E-commerce |
|---|---|---|
| Screening | Articles that passed the screening<br><br>N = 584 | Screened and excluded (N=2.921)<br><br>• Year = 993<br>• Subject Area = 1.597<br>• Language = 10<br>• Source Type = 291<br>• Document Type = 30 |
| Eligibility | Articles that passed the eligibility<br><br>N = 584 | Justification based on title and keywords used in the articles and error checking<br><br>N=0 |

Figure 1PRISMA protocol

Source: Processed by researchers, 2024

## D. RESULTS AND DISCUSSION

### *Publication Trends*

The graph shown in Figure 2 illustrates the trends in publication from 2014 to 2024. It indicates a continuous increase in the annual number of publications related to supply chains in e-commerce. The publication numbers began to rise significantly in 2015, with an increase of 80% (n=4), followed by 77.7% (n=7) in 2016, 12.5% (n=2) in 2017, and 16.6% (n=3) in

2018. In 2019, there was a notable spike of 109.5% (n=23), while 2020 saw a more modest increase of 22.7% (n=10). The growth continued with a 5.5% increase (n=3) in 2021, followed by 38.6% (n=22) in 2022. The period between 2022 and 2023 contributed the most significant number of articles, totaling 43, with a 54.4% increase compared to the previous year. In 2024, there was a further increase of 30.3% (n=37). Overall, the observations show a significant year-to-year surge, reflecting a growing interest among academics in this topic, which signifies that this subject merits further exploration.
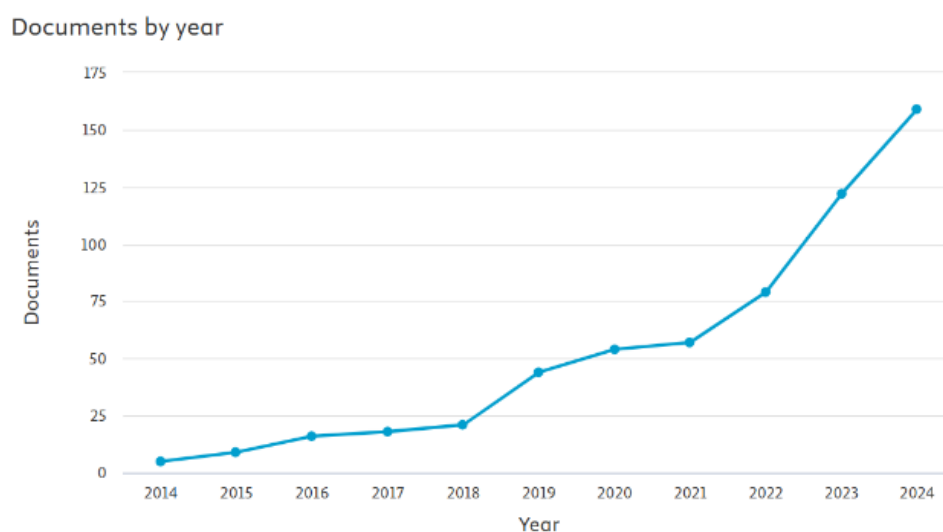


Figure 2. Amount of Article Production

Source: Scopus, 2024

***Leading Countries in Research***

This section will present the countries that contribute most significantly to publishing articles related to supply chain research in e-commerce. As shown in Figure 3, this research primarily concentrates on developed countries with robust technological and research infrastructures, such as China and the United States.

China is the leading country in published articles, with 291 articles among the top ten countries over the past eleven years. That indicates that the Chinese government plays a significant role in developing and implementing supply chains in e-commerce, especially since China is experiencing rapid growth in the e-commerce sector. Following China, the United States has published 84 articles, while India has contributed 65 articles. The United Kingdom published 53 articles, and Hong Kong published 29 articles. Canada has 20 articles, France 18, Italy 17, and Indonesia 14 articles published.

## Documents by country or territory
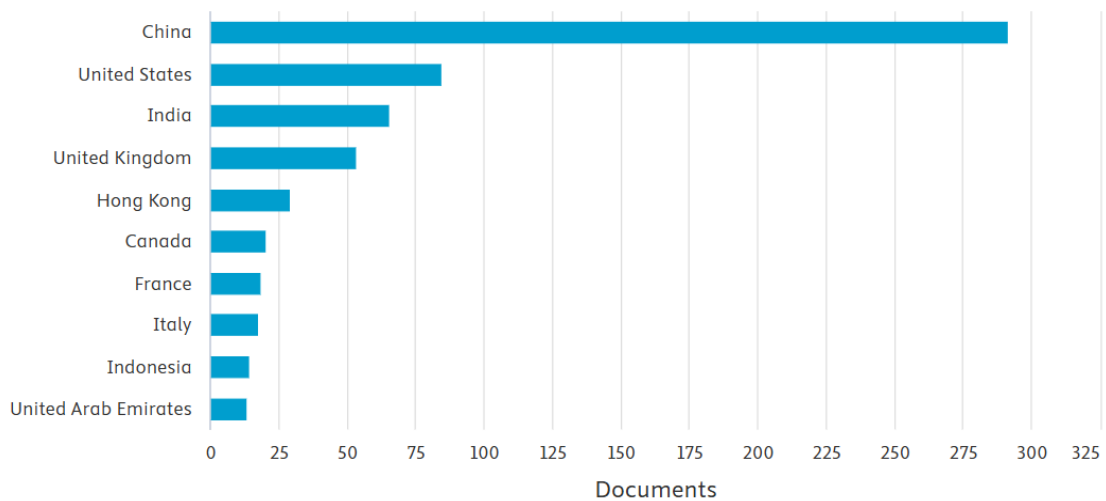Compare the document counts for up to 15 countries/territories.



Figure 3Contributing Countries

Source: Scopus, 2024

Table 1Top Funding Institutions Study

| Organizations | Region | Number of Publications |
|---|---|---|
| South China University of Technology | China | 16 |
| The Hong Kong Polytechnic University | China | 15 |
| Tianjin University | China | 15 |
| Chongqing University | China | 12 |
| Northeastern University | USA | 11 |
| School of Business Administration, Northeastern University | USA | 11 |
| Shanghai Maritime University | China | 10 |
| The University of Hong Kong | China | 9 |
| Xi'an Jiaotong University | China | 9 |
| University of Science and Technology of China | China | 9 |

Source: Scopus (processed), 2024

Most listed institutions are universities, highlighting their significant role in advancing research and development within the e-commerce supply chain. Among these, South China University of Technology stands out, having produced the highest number of articles, 6, demonstrating a strong focus on research in this field. Regionally, nine of the ten top-funded institutions are located in China, which aligns with the rapid growth of e-commerce and reflects the government's support for investment in supply chain research and development.

Table 2Funding Sponsor Companies

| Organizations | Region | Numbers |
|---|---|---|
| National Natural Science Foundation of China | China | 174 |
| Ministry of Science and Technology of the People's Republic of China | China | 57 |
| Ministry of Education of the People's Republic of China | China | 35 |
| National Office for Philosophy and Social Sciences | China | 35 |
| Fundamental Research Funds for the Central Universities | China | 30 |
| Humanities and Social Science Fund of the Ministry of Education of China | China | 11 |
| Guangdong Provincial Department of Science and Technology | China | 9 |
| Basic and Applied Basic Research Foundation of Guangdong Province | China | 8 |
| Natural Sciences and Engineering Research Council of Canada | Canada | 8 |
| China Postdoctoral Science Foundation | China | 7 |

Source: Scopus (processed), 2024

Table 2 indicates that the majority of funding programs originate from China. Nine institutions from China are actively funding research in this field, demonstrating the country's strong commitment to developing e-commerce and supply chains. These agencies cover a wide range of areas, including science and technology (such as the National Natural Science Foundation of China and the Ministry of Science and Technology of the People's Republic of China) and education and social sciences (including the Ministry of Education of the People's Republic of China and the National Office for Philosophy and Social Sciences). The only non-Chinese institution among the top ten funding sponsors is the Natural Sciences and Engineering Research Council of Canada, highlighting that research in this area is also gaining attention from other countries.

*Journal Analysis*

Table 3Top 10 Journals by Annual Production

| Journal | Document |
|---|---|
| Transportation Research Part E: Logistics and Transportation Review | 34 |
| International Journal of Production Economics | 32 |
| Electronic Commerce Research and Applications | 24 |
| International Journal of Production Research | 24 |
| Journal of Industrial Engineering and Engineering Management | 23 |
| IEEE Transactions on Engineering Management | 19 |
| Journal of Cleaner Production | 19 |
| Journal of Theoretical and Applied Electronic Commerce Research | 16 |
| International Journal of Supply Chain Management | 15 |
| Journal of Retailing and Consumer Services | 15 |

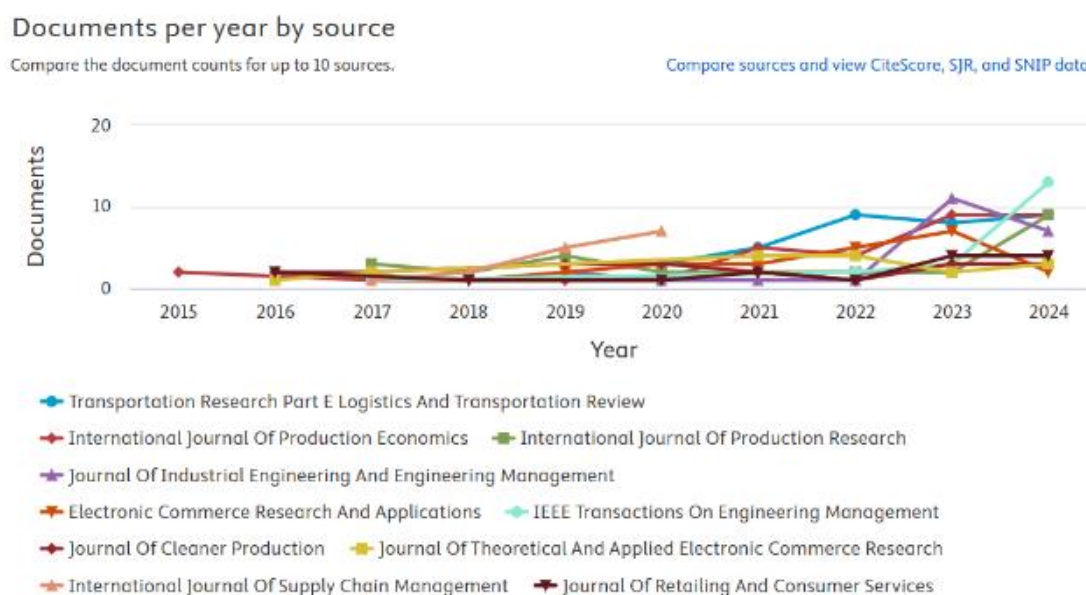Source: Scopus (processed), 2024

Figure 4Journal by Annual Production

Source: Scopus, 2024

Of 584 articles published across 158, 10 top journals stand out for featuring the most relevant publication topics, as shown in Table 3. Notably, these 10 journals account for 37.8% of the total publications. Among them, journals focusing on logistics and transportation, such as Transportation Research Part E: Logistics and Transportation, ranked first with 34 articles. This highlights the significance of this area within the e-commerce supply chain.

In economics and industrial engineering, several journals have highlighted the growing interest in the economic, production, and management aspects of the supply e-commerce chain. Notably, the International Journal of Production Economics published 32 articles, the International Journal of Production Research published 24 articles, and the Journal of Industrial Engineering and Engineering Management published 23 articles. It indicates that researchers are increasingly focused on these areas.

Further research on e-commerce can be found in journals such as Electronic Commerce Research and Applications and the Journal of Theoretical and Applied Electronic Commerce. These publications recorded 24 and 16 articles, respectively, highlighting the importance of the supply chain as an integral part of e-commerce. In the realm of supply chain management, the International Journal of Supply Chain Management features 15 articles that focus on the management aspects of the supply e-commerce chain.

The sustainability of consumer behavior is also a key focus, with the Journal of Cleaner Production publishing 19 articles and the Journal of Retailing and Consumer Services

publishing 15 articles on this topic. These numbers highlight the growing attention given to sustainability issues and consumer behavior within the supply e-commerce chain.

Research publications on supply chains in e-commerce are spread across various international journals. They reflect a multidisciplinary nature and demonstrate broad research interests and diverse perspectives on developing knowledge in this field.

### *Keyword Co-occurrence*

One important step to enhance relevance is keyword limitation. In this analysis, the minimum number of keywords is set at five. Additionally, keywords are selected by substituting terms that have the same meaning. For example, the keyword "electronic commerce" is replaced by "e-commerce," and "supply chain" and "supply chains" are simplified to "supply chain."



Figure 5. Co-occurrence Visualization

Source: Scopus (processed), 2024

After completing the co-occurrence analysis, we obtained results featuring various clusters, each distinguished by color and the size of different points. The more significant points indicate the amount of the owned network. Cluster 1 is red and consists of 56 keywords. Cluster 2 is green and consists of 35 keywords. Cluster 3 is blue, old, and consists of 30 keywords. Cluster 4 is yellow and consists of 27 keywords. Cluster 5 is purple and consists of 26 keywords. Cluster 6 is blue and young. Cluster 7 is orange.

Co-occurrence analysis highlights that the most common keywords used are e-commerce, followed by supply chain and supply chain management, as shown in Table 5.

Table 4. Keyword Usage Most

| Keywords | Occurrences | Power of Link |
|---|---|---|
| E-commerce | 504 | 2311 |
| Supply chain | 266 | 1505 |
| Supply chain management | 249 | 1122 |
| Sales | 122 | 905 |
| Costs | 68 | 530 |
| Game theory | 72 | 460 |
| Commerce platforms | 52 | 383 |
| Manufacture | 51 | 380 |
| Profitability | 49 | 367 |
| Decision making | 45 | 313 |
| Internet | 59 | 311 |
| Competition | 40 | 273 |
| Logistics | 43 | 215 |
| Information technology | 36 | 207 |

Source: Scopus (processed), 2024

A visualization reflecting the year of publication of the research has been created. Lighter colors represent keywords from the most recent studies. Recent topics covered include digital transformation, agency selling, and advertising.
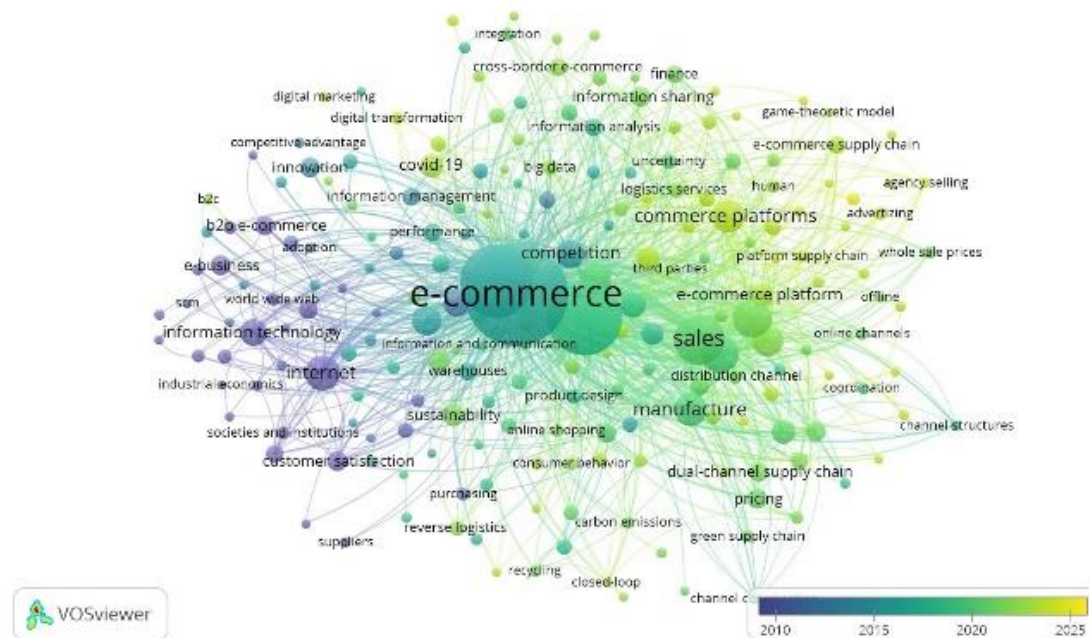


Figure 6. Visualization Year VOSViewer

Source: Scopus (processed), 2024

*Co-authorship Analysis*

Co-authorship analysis helps research the interactions and connections among authors and their affiliations, and assesses their equal impact on the development of research in the field (Donthu et al., 2021). From a database of 2,182 authors, we included those who have published at least three articles related to the same topic. This approach strengthens the connections among authors. Authors who repeatedly write on the same topic demonstrate a genuine interest and passion for research in that area.

Table 5Author Ranks

| Writer | Amount Document | Number of Citations |
|---|---|---|
| Tsan Ming Choi | 8 | 1063 |
| Angappa Gunasekaran | 8 | 1530 |
| Yu Yan Wang | 7 | 459 |
| Saurabh Pratap | 6 | 171 |
| Fu Jia | 6 | 215 |
| Bo Li | 6 | 588 |
| Lu Jie Chen | 5 | 178 |
| Liang Shen | 5 | 392 |
| Jing Chen | 4 | 74 |
| Baozhuang Niu | 4 | 247 |
| Kannan Govindan | 4 | 44 |
| Lin Chen | 3 | 71 |
| Liu Qiurui | 3 | 71 |
| In Wu | 3 | 76 |
| Rong Yuan | 3 | 76 |

Source: Scopus (processed), 2024

The co-authorship analysis reveals several highly productive authors. Tsan-Ming Choi takes the top spot with eight articles and 1,063 citations. Angappa Gunasekaran closely follows him, also with eight published documents but boasting 1,530 citations.

Several clusters of authors have actively published articles in recent years, characterized by the bright colors in the co-authorship results. Notable authors include Tsan-Ming Choi, Kannan Govindan, and Lujie Chen.

## E. CONCLUSION

This study offers a comprehensive bibliometric analysis of the evolving intersection between supply chain management and e-commerce. The findings reveal a significant upward trend in publication volume between 2014 and 2024, signaling increased academic attention to this interdisciplinary area. Key emerging themes include digital transformation, big data, live

streaming, and agency selling, all of which underscore a growing shift toward technology-driven innovations in managing supply chains within the e-commerce domain. China's substantial presence in this field, evident in publication output, funding support, institutional collaboration, and co-authorship networks, reflects its strategic emphasis on innovation and technological advancement, contributing to its global leadership in e-commerce supply chains.

Nevertheless, several limitations must be acknowledged. The exclusive reliance on data from the Scopus database may have restricted the scope of the analysis, excluding potentially relevant literature indexed elsewhere. Furthermore, while the bibliometric method provides valuable insights into research trends and networks, it cannot comprehensively assess theoretical frameworks, methodological rigor, and variable relationships. Additionally, the limited attention given to developing countries, particularly Indonesia, represents a gap in the current literature, despite the region's growing involvement in e-commerce and its unique contextual challenges.

Future research should address these limitations by incorporating systematic literature reviews, qualitative methodologies, and bibliometric analysis. This integrative approach would enable a deeper exploration of conceptual models, empirical relationships, and methodological diversity. Studies focusing on Indonesia and similar developing contexts are especially encouraged. Exploring variables such as government support, digital readiness, trust in online payment systems, and logistics capability would enhance understanding of e-commerce supply chain dynamics in underrepresented regions.

Ultimately, by adopting a more holistic and context-sensitive approach, future research can contribute to theoretical advancement, practical policymaking, and business innovation. These contributions are essential to developing resilient, adaptive, and sustainable e-commerce supply chains in an increasingly digital global economy.

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