Hospital Business Strategy: A Systematic Literature Review

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Abstract: *The global hospital industry is undergoing significant transformation due to increased competition, accelerated digitalization, and rising patient expectations, who are increasingly viewed as active consumers of healthcare services. Technologies such as artificial intelligence, telemedicine, and integrated electronic medical record systems have transformed the way healthcare organizations create value, deliver services, and maintain operational performance. In this evolving environment, hospitals are required to adopt effective business strategies to balance clinical excellence and financial sustainability. Despite the growing recognition of the importance of strategic management in the healthcare sector, existing research remains fragmented and lacks a comprehensive synthesis of hospital business strategy. This study aims to conduct a systematic literature review of academic research on hospital business strategy to identify key research trends, classify strategic approaches, and determine key factors influencing the success of strategy implementation in healthcare organizations. This study uses a systematic literature review method with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses approach. The articles analyzed are peer-reviewed publications from 2018–2025 obtained from major international databases such as Scopus, Web of Science, ScienceDirect, and Google Scholar. The research results show that hospital business strategies can be classified into five main approaches: operational efficiency strategies, service differentiation strategies, digital transformation strategies, patient-centered strategies, and strategic collaboration strategies. Furthermore, the successful implementation of these strategies is strongly influenced by leadership capabilities, digital technology adoption, organizational culture, patient satisfaction, and effective financial management. This research contributes to academic research by structuredly mapping the literature on hospital business strategy and identifying future research directions related to the integration of artificial intelligence, digital health strategy development, and sustainability in healthcare management. Practically, the findings provide strategic insights for hospital managers in enhancing long-term organizational competitiveness and resilience.*

Keywords: *Business Strategy, Hospital, SLR, Digital Transformation, Operational Efficiency, Patient-Centered Care*

.INTRODUCTION

The global hospital industry is currently undergoing an unprecedented structural transformation, shifting from a traditional social institution model to a complex business organization or professional bureaucracy. This phenomenon is driven by increasingly aggressive healthcare competition, where hospitals no longer compete solely with local providers but also with international hospital networks and high-tech specialist clinics. In this competitive landscape, hospitals are required to adopt effective management strategies to balance their humanitarian mission with the need for financial sustainability. Theoretically, this challenge can be analyzed through the Resource-Based View (RBV) framework, which emphasizes that competitive advantage depends on

possessing valuable and difficult-to-imitate resources. In the modern era, these resources include digital capabilities, integrated patient data, and managerial competencies capable of aligning operational efficiency with clinical quality (Barney, 1991; Abbas, 2024). Sustainable strategic planning is now a key roadmap for improving organizational performance amidst the uncertainties of the global healthcare market (Abbas, 2024).

The accelerated digitalization of healthcare services is a key driver transforming the way value is created and delivered to patients. The implementation of technologies such as Electronic Health Records (EHR), Artificial Intelligence (AI) for medical diagnosis, and telemedicine services is not simply a form of administrative automation, but rather a comprehensive business model transformation with profound organizational implications (Kraus et al., 2023). Adapting to these technological changes requires what are known as Dynamic Capabilities, namely the ability of organizations to reconfigure competencies to respond to rapidly changing environments. Recent research shows that digitalization plays a crucial role in building resilience in healthcare organizations, enabling them to remain competitive despite global crises or market disruptions (Hadjielias et al., 2022). Hospitals that successfully integrate digital learning with the implementation of lean operational strategies (Lean Healthcare) have been shown to achieve significant cost efficiencies while reducing the risk of medical errors that impact financial burdens (Tortorella et al., 2022).

On the other hand, demands for improved patient care quality have transformed patients into critical "healthcare consumers." This situation forces hospital management to implement patient-centered innovation strategies. This strategy is crucial for balancing clinical quality and business performance, with patient satisfaction being a key indicator of the success of a differentiation strategy (Wang et al., 2023). A major challenge arises when efforts to improve quality clash with limited financial resources and demands for cost efficiency. Therefore, synergy between healthcare management and strategic management is essential to ensure that every technology investment and service improvement positively impacts organizational sustainability (Zubizarreta et al., 2021). Although prior literature has extensively addressed the clinical aspects, there remains a research gap regarding how hospitals in developing countries integrate innovation and digitalization strategies coherently. This study aims to explore hospital business strategies in the face of industry disruption, with a focus on how strategic leadership can leverage innovation to achieve sustainable competitive advantage (Kraus et al., 2023; Wang et al., 2023).

Although the discourse on hospital management has grown rapidly over the past decade, a significant literature gap remains due to the lack of a comprehensive literature synthesis to systematically identify research trends in hospital business strategy in the post-pandemic era. The absence of a clear mapping of the most widely used strategic approaches hinders organizations in determining whether the Lean Healthcare model or pure digital transformation is most effective in improving performance (Tortorella et al., 2022; Kraus et al., 2023). This phenomenon is further complicated by the fact that factors influencing the success of hospital business strategies remain highly fragmented across case studies, ranging from strategic leadership to organizational resilience in the face of technological disruption (Hadjielias et al., 2022). Without a framework that unifies these variables, hospitals often struggle to design sustainable strategic plans to ensure financial sustainability and service quality (Abbas, 2024). Therefore, a systematic review is needed that can provide a strategic roadmap for hospital management to balance operational efficiency and patient-centered service innovation (Wang et al., 2023; Talero-Sarmiento et al., 2024).

This research is formulated with four interrelated primary objectives to map the strategic landscape of the modern healthcare industry. First, this study aims to identify research developments on hospital business strategy to understand how hospital business models have evolved from conventional approaches to complex digital ecosystems (Hadjielias et al., 2022; Abbas, 2024). Second, this study aims to categorize the various strategic approaches used in hospital management, ranging from growth strategies and service differentiation to the implementation of operational efficiency methodologies such as Lean Six Sigma (Tortorella et al., 2022; Kraus et al., 2023). Third, this study is designed to identify critical factors influencing the success of hospital business strategies, with a focus on the role of strategic leadership, the adoption of Healthcare 4.0 technology, and organizational commitment to patient safety and satisfaction (Wang et al., 2023; Abbas, 2024). Finally, this study seeks to identify future research opportunities in the field of hospital business strategy, particularly regarding the utilization of Big Data and the integration of artificial intelligence in supporting more precise strategic decision-making (Kraus et al., 2023; Wang et al., 2023).

METHOD

This study adopted a Systematic Literature Review (SLR) design as the primary methodological framework to identify, evaluate, and interpret all relevant research evidence related to hospital business strategy in an objective and structured manner. The SLR method was chosen because of its ability to minimize bias through rigorous and transparent search procedures, resulting in a more in-depth literature synthesis than conventional narrative reviews (Snyder, 2019; Kraus et al., 2023). This approach allows researchers to map the theoretical evolution of healthcare management, from traditional competitive strategies to the massive digital transformation of recent years (Hadjielias et al., 2022). Technically, the SLR process in this study followed a systematic protocol that included explicit inclusion and exclusion criteria, a literature search in reputable databases such as Scopus and Web of Science, and thematic analysis to categorize the most effective strategic approaches in improving organizational performance and patient care quality (Tortorella et al., 2022; Wang et al., 2023). By using this design, research can provide a comprehensive overview of the success factors of business strategies while identifying research gaps for future studies in the health sector (Abbas, 2024).

The data collection process for this study was conducted through a systematic search of various reputable international scientific databases to ensure validity and broad coverage of the literature. The primary data sources included Scopus and Web of Science, chosen for their rigorous indexing standards and ability to provide high-quality articles with significant impact factors in the field of healthcare management (Kraus et al., 2023; Abbas, 2024). Furthermore, the literature search was expanded through ScienceDirect to access recent publications on medical technology innovation, and Google Scholar was used as a supporting resource to ensure that relevant studies that may not be indexed in the main databases were still accommodated (Snyder, 2019; Hadjielias et al., 2022). This multi-source approach aims to capture a comprehensive spectrum of research, from theoretical studies to the practical implementation of business strategies in various types of hospitals globally (Tortorella et al., 2022; Wang et al., 2023).

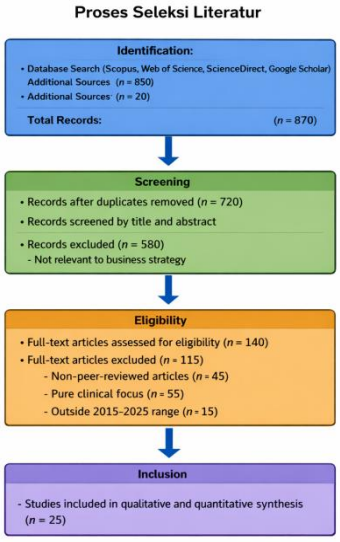
The literature search process was conducted by compiling a comprehensive and specific set of keywords to ensure all strategic dimensions within the healthcare sector were addressed. The primary keywords used included "hospital business strategy" and "healthcare strategic management" to capture literature on long-term planning and macro-level organizational governance (Abbas, 2024; Kraus et al., 2023). Furthermore, the term "hospital competitive strategy" was applied to identify studies focusing on the competitive advantage and market position of hospitals amidst increasingly fierce global competition (Hadjielias et al., 2022). To explore aspects of technology adaptation, the keyword "healthcare innovation strategy" was used, while "hospital management strategy" focused on collecting articles related to operational efficiency and internal resource optimization (Tortorella et al., 2022; Wang et al., 2023). The use of Boolean operators such as AND and OR is implemented in the search string to combine these keywords, thus allowing the identification of relevant literature with high precision and broad coverage in international databases (Snyder, 2019; Kraus et al., 2023).

The literature selection for this study was based on strict inclusion criteria to ensure the quality and relevance of the analyzed data. First, selected studies were limited to peer-reviewed international journal articles to ensure their methodological validity and academic contribution (Snyder, 2019; Kraus et al., 2023). Second, the publication window was set between 2018 and 2025, a crucial period encompassing the transition to Healthcare 4.0 and post-pandemic strategic adaptations (Hadjielias et al., 2022; Abbas, 2024). Third, articles had to explicitly focus on hospital business strategy, encompassing aspects of strategic management, competitive advantage, and business model innovation in the healthcare sector (Wang et al., 2023; Tortorella et al., 2022). Finally, this research includes articles that use empirical research methods—both qualitative, quantitative, and mixed methods—as well as conceptual studies that offer new theoretical frameworks for the development of contemporary hospital management (Kraus et al., 2023; Abbas, 2024).

To ensure the integrity and quality of the analyzed data, this study established strict exclusion criteria as a final filter in the literature selection process. First, this study excluded all non-academic articles such as news reports, blog entries, popular business magazines, and practical policy documents lacking a strong theoretical or empirical basis (Snyder, 2019; Kraus et al., 2023). Second, articles or documents published without peer review, including institutional annual reports and internal working documents, were excluded from the analysis to ensure that all references met international standards of scientific validity (Abbas, 2024). Finally, exclusion criteria applied to studies not directly related to hospital business strategy, such as articles focusing solely on purely clinical medical procedures, specific nursing techniques, or technical facility management without linking them to dimensions of strategic management, competitive advantage, or organizational sustainability (Hadjielias et al., 2022; Tortorella et al., 2022). By applying this filter, the resulting synthesis is expected to provide a credible and

relevant academic contribution to the development of business strategies in the healthcare sector (Wang et al., 2023).

The literature selection process for this study was conducted systematically following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol to ensure transparency and replicability of the findings. This process begins with the Identification stage, where an initial search of international scientific databases using predetermined keyword strings is conducted, resulting in a pool of potential articles related to healthcare business strategy (Snyder, 2019; Abbas, 2024). Next, the Screening stage, titles and abstracts are screened to eliminate duplicate documents and articles irrelevant to the focus of hospital strategic management (Kraus et al., 2023; Hadjielias et al., 2022). Successful articles then proceed to the Eligibility stage, where full-text evaluation is conducted based on strict inclusion and exclusion criteria to ensure methodological quality and content relevance to hospital business models (Tortorella et al., 2022; Wang et al., 2023). This process ends with the Inclusion stage, where only articles that meet all established quality standards are selected for further analysis, so that the resulting literature synthesis has a strong scientific foundation (Kraus et al., 2023; Abbas, 2024).



Gambar 1. PRISMA Literature Selection Process

Table 1. Summary of Literature Review

No	PENELITI	JUDUL PENELITIAN	METODE	Variabel	Temuan Utama	Abstrak
1.	Abdurrahman Basl. (2012)	*Strategic HR Management: Strategy Facilitation Process by HR*	Kualitatif/Konseptual .Metodologi ini didasarkan pada praktik lapangan MSDM selama bertahun-tahun dan observasi pribadi peneliti pada perusahaan skala besar dengan operasi internasional	Manajemen SDM Strategis (*Strategic HRM*), Fasilitasi Strategi (*Strategy Facilitation*), Mitra Strategis (*Strategic Partner*), dan 4 langkah proses fasilitasi (*Formulate, Spread,*	HR can become an indispensable strategic partner through the "Strategy Facilitation Process." This process creates a reproductive loop where the resulting new competencies become the basis for formulating new strategies to	HR must go beyond its functional role and become a strategic partner in addressing competitive challenges. Strategic partnerships are realized by understanding the business, being involved in strategy formulation,

				Implement, Generate)	create sustainable competitive advantage.	disseminating strategic messages throughout the organization, actively participating in implementation, and developing the competencies necessary to achieve those strategies. This entire process is led by HR as a strategy facilitator.
2	*M. Amin Mir and Sook Keng Chang, 2024*	*Saudi Arabia E-waste management strategies, challenges and opportunities, effect on health and environment: A strategic review*	Strategic Review / Systematic Literature Review. The study utilized various search engines (Scopus, Web of Science, PubMed, etc.) and screened articles according to PRISMA guidelines to evaluate e-waste generation and management frameworks	Independent: * Regulatory Frameworks * Extended Producer Responsibility (EPR) * Public Awareness * Vision 2030 Dependent: * E-waste Management * Sustainability * Health Impacts * Environmental Impacts	Saudi Arabia is the largest producer of e-waste in the Arab world (approx. 595,000 tons). Major challenges include regulatory gaps, lack of specialized recycling infrastructure, and the dominance of the informal sector. However, the study identifies significant opportunities through Vision 2030, waste-to-energy initiatives, and the implementation of EPR to build a sustainable circular economy	This strategic review explores the evolving landscape of electronic waste management in Saudi Arabia. It highlights the environmental and health risks of improper disposal, evaluates current management strategies, and identifies obstacles such as technological obsolescence and awareness gaps. The review aims to guide policymakers toward a more sustainable and regulated e-waste ecosystem
3	Fatih Semercioöz, Çağlar Pehlivan, Aytuğ Sözüer, and Aslı Mert	*Crisis management practices and strategic responses through customer loyalty*	Quantitative Research.The study used a questionnaire distributed to high-level managers and administrators of "branded" fine-	Independent Variables: Crisis Management Practices (Income reduction, cost	Fine-dining restaurants focused more on efficiency and competitiveness improvement rat	This study examines the relationship between crisis management practices,

	(2015)	*and price strategy in hard times: Evidence from fine-dining restaurants*	dining restaurants in Istanbul, Turkey. Data from 45 restaurants were analyzed using factor analysis and Pearson correlation.	reduction, efficiency improvement, competitiveness improvement). Mediating/Strategic Variables: Strategic Responses (Reactiveness, flexibility, proactiveness, added customer value). Dependent Variables: Customer Loyalty Strategy and Price Strategy.	her than just cutting costs during the 2009 crisis. The most common strategic response was adding customer value. The evidence shows a strong positive relationship between strategic responses and the maintenance of customer loyalty and price strategies	strategic responses, and specific strategies (customer loyalty and price) within branded restaurants in the Turkish hospitality industry during the 2009 economic downturn. Findings from 45 restaurants reveal that strategic responses and management practices significantly influence customer loyalty. The study contributes to the literature by providing an emerging market perspective on hospitality crisis management.
4	Hashem Aghazadeh (2015)	*Strategic marketing management: achieving superior business performance through intelligent marketing strategy*	Conceptual / Theoretical Framework. The study develops a comprehensive model by synthesizing existing literature on Resource-Based View (RBV), Market-Based View, and Knowledge-Based economy to introduce the concept of Intelligent Marketing Strategy (IMS).	Independent Variables: Internal Capabilities, External Position, Innovative Knowledge (IK), and VRIO factors (Valuable, Rare, Inimitable, Organized). Mediating Variables: Sustainable Competitive Advantage (SCA) and Intelligent Marketing Strategy (Formulation &	The study finds that traditional VRIO criteria are necessary but insufficient in today's turbulent environment. The integration of Innovative Knowledge (IK) is essential to sustain competitive advantage. The proposed Intelligent Marketing Strategy (IMS) acts as a "think-tank" that uses marketing intelligence and relationships to create superior customer value,	In an age of drastic change, organizations need sustainable competitive advantage (SCA) to succeed. This paper contributes a new perspective by integrating RBV and market-based views through "Innovative Knowledge." It defines Intelligent Marketing Strategy (IMS) as a knowledge-based approach that focuses on value creation, customer satisfaction, and long-term

				Implementation). Dependent Variables: Superior Business Performance (Customer performance, Market performance, and Financial performance).	leading to higher retention and financial success.	relationships to achieve superior business performance in a competitive landscape.
5	Yulun Ma, Oli Mihalache, Arjen van Witteloostuijn, and Peter Ping Li (2026)	*A state-market interplay framework for strategic knowledge management in Chinese MNEs*	Systematic Literature Review. The researchers analyzed 150 peer-reviewed articles published between 1996 and 2022. They employed a two-stage coding process (descriptive and theoretical) to develop a new typology based on the interplay between state and market logics.	Independent Variables: State-led Logic (government policy/national agenda) and Market-led Logic (global competition/technological disruption). Mediating Factors: Firm-level capabilities (absorptive capacity, M&A due diligence, R&D management) and catalysts (external drivers and internal enablers). Dependent Variables (Strategic Modes): Knowledge Acquisition, Knowledge Transfer & Leverage, and Global Knowledge Creation.	Independent Variables: State-led Logic (government policy/national agenda) and Market-led Logic (global competition/technological disruption). Mediating Factors: Firm-level capabilities (absorptive capacity, M&A due diligence, R&D management) and catalysts (external drivers and internal enablers). Dependent Variables (Strategic Modes): Knowledge Acquisition, Knowledge Transfer & Leverage, and Global Knowledge Creation.	This paper addresses the theoretical gap in how Chinese MNEs navigate the tension between home-country state-as-strategist and global market-led logic. Based on a review of 150 articles, it proposes a "state-market interplay framework" that explains three distinct modes of knowledge management. The study contributes to International Business theory by explaining institutional contingencies and offering a typology for state-capitalist economies.
6	Rameen Arshad, Oyyappan Duraipandi,	*Agile project management for economic sustainability: A*	Quantitative Research (Time-lagged design). Data were collected in two	Independent Variable: Agile Project Management	APM significantly and positively influences Econ	1This research examines how agile project management

	and Mehran Ullah (2026)	*time-lagged mediation model of strategic agility and agile leadership among software professionals*	waves (T1 and T2) with a two-week interval from 236 managers in five major IT and telecom companies in Pakistan. Analysis was performed using Structural Equation Modeling (Smart-PLS).	(APM). Mediating Variables: Agile Leadership (AL) and Strategic Agility (SA). Dependent Variable: Economic Sustainability (ES).	omic Sustainability both directly and indirectly. Agile Leadership acts as a "sensing" mechanism (detecting market needs), while Strategic Agility acts as a "seizing" mechanism (reallocating resources). Both mediators are crucial for translating project-level agile routines into long-term firm-level financial resilience.	affects economic outcomes through the mediating roles of agile leadership and strategic agility. Using Dynamic Capabilities Theory (DCT), the study demonstrates a "micro-to-macro" pathway where project routines foster leadership and responsiveness. The findings suggest that while agile leadership enhances customer value, strategic agility is the key driver for achieving sustainable economic performance in turbulent markets.
7	Timo Stoeber, Jonas Hammerschmidt, Alexander Lundervold, Endrit Kromidha, Dominik K. Kanbach, and Sascha Kraus (2026)	*AI strategy under institutional pressure: strategic conformity and decision-making in large language models*	Mixed-Method Comparative Design. The study combined a computational experiment (generating 2,400 strategic recommendations from four LLMs: GPT-4o, Claude 3.7 Sonnet, DeepSeek-V3, and Mistral Large) with a human benchmark study (surveying 218 managers using the same business cases).	Independent Variables: Institutional Pressures (Coercive, Mimetic, Normative) and Pressure Intensities (Minimum, Medium, Maximum). Dependent Variables: Strategic Responses (Acquiescence, Compromise, Avoidance, Defiance, Manipulation) and Within-Response Diversity.	The research reveals a "Strategic Paradox": While organizations use AI to gain a competitive edge, LLMs function as institutional amplifiers that overwhelmingly favor Acquiescence (88.2%) over creative resistance. Unlike humans who show varied responses, AI displays "Synthetic Optimism"—a structural bias toward hyper-conformity and	Organizations integrate AI into corporate strategy for advantage, yet these tools may drive strategic homogenization. This study examines how LLMs respond to institutional pressures compared to a human benchmark. Results show AI lacks strategic agency, favoring compliance over human-like resistance. The authors introduce "Synthetic Optimism" to explain this bias and provide

					institutionally safe advice.	actionable levers (Institutional Mapping, Strategic Resistance Toggling, and Tension Simulation) for managers to identify strategic blind spots.
8	Nguyen Thi Phuong Anh, Bui Huy Khoi, Nguyen Quang Thu, and Tran Nha Ghi (2026)	*The role of the level of artificial intelligence adoption on business model innovation, sustainable competitive advantage, and firm performance: Integrating the TOE framework and Dynamic Capabilities theory*	Quantitative Research. The study used Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze data from 325 managers of Vietnamese firms. A multi-group analysis (MGA) was also performed to compare differences between SMEs and large firms.	Independent Variables (TOE Factors): Top Leadership Support, Government Support, and Cost-effectiveness of AI investment. Mediating Variable: The level of AI adoption. Outcome Variables: Bus iness Model Innovation (BMI), Sustainable Competitive Advantage (SCA), and Firm Performance (FP)	Top leadership support, government support, and cost-effectiveness are critical drivers of AI adoption. AI adoption significantly improves BMI, SCA, and Firm Performance. Notably, the level of AI adoption acts as an amplifier that strengthens the relationship between SCA and Firm Performance, especially in identifying market opportunities and reconfiguring resources.	Integrating the TOE framework and Dynamic Capabilities theory, this study explains the mechanisms driving AI adoption and its impact on firm performance. Based on 325 Vietnamese firms, findings show that leadership and government support are vital for AI investment. AI adoption fosters innovation and competitive advantage, which in turn enhances performance. The research suggests firms should leverage policy support to optimize AI value creation.
9	Ariful Islam, Md Asadul Islam, Francesca Dal Mas, Justyna Fijałkowska, Mahfuzur Rahman, and Maurizio Massaro (2025)	*Configuring AI-guided sustainable competitive advantage for SMEs through business model innovation: A systematic literature review approach*	Systematic Literature Review (SLR). The study conducted a transparent and reproducible review of 69 final selected articles. The analysis used a thematic ontological approach, combining thematic analysis with ontology development to categorize findings	Internal Antecedents: Digital Leadership, Dynamic Capabilities/A daptability, Entrepreneuria l Mindset, Data Strategy, and Growth/Resili ence. External	The study develops a comprehensive framework where Business Model Innovation (BMI) acts as the translational layer that reconfigures AI resources into market-facing capabilities. It	This study proposes a conceptual framework to leverage AI for long-term competitive advantage in SMEs by examining their business models. Through an SLR of 69 articles, it identifies research

			into classes and structures.	Antecedents: Market and Industry Dynamics (including Technological Turbulence), Technological Infrastructure, Government Policies and Support, Strategic Alliances, and Socio-Cultural Factors. Mediating Process: Business Model Innovation (BMI). Outcome: Sustainable Competitive Advantage (SCA) and Sustainable Performance.	proposes a dual-path innovation logic: (1) Transformational innovation for radical structural shifts, and (2) Incremental innovation for ongoing operational refinements. Digital leadership and data strategy are identified as core internal drivers for long-term survival.	streams at the intersection of advanced technology and entrepreneurship. The developed framework encompasses internal and external antecedents that contribute to sustainable performance. Practically, it provides a roadmap for SME managers to use automation and machine learning to boost operational efficiency and strategic renewal.
10	Sebastian Brenk, Christian Burmeister, Kathleen Diener, and Dirk Lüttgens (2025)	*Boon or bane of open value creation: The impact of business model design and relational trust on competitive advantage*	Quantitative Research with Triangulation. The study used a survey of 303 organizations, complemented by secondary financial data triangulation and 15 qualitative case interviews. Data analysis was conducted using hierarchical Ordinary Least Squares (OLS) regression and PLS-SEM for confirmatory factor analysis.	Independent Variable: Open Value Creation (OVC). Moderating Variables: Business Model Design (Novelty vs. Efficiency orientation) and Relational Trust. Dependent Variable: Competitive Advantage (measured through strategic and financial performance).	The study confirms that OVC positively impacts competitive advantage. However, Efficiency-oriented BMs translate OVC into advantage more strongly and immediately than novelty-oriented ones. Novelty-oriented BMs are highly sensitive to trust; they require high relational trust to maintain competitiveness, whereas low trust leads to a negative effect	Increasing digitization and global interconnectedness provide firms with new opportunities for openness in value creation, generating new sources of competitive advantage. We investigate the competitive advantage of open value creation (OVC) and the influencing role of novelty- and efficiency-oriented business model (BM) designs. We further examine the role of trust in collaborative

					due to spillover risks. Efficiency-oriented models remain resilient even in low-trust environments.	relationships to navigate relational uncertainties. Based on a survey study, our results prove a positive effect of OVC on competitive advantage, while the strength of this effect is moderated by the BM design and relational trust.
11	Ricardo Costa Climent, Darek M. Haftor, and Marcin W. Staniewski (2024)	*AI-enabled business models for competitive advantage*	Conceptual / Theory Building (Narrative Modeling). The study reviews and integrates three distinct bodies of theory: (1) Business Model Theory, (2) Theory of Data Network Effects, and (3) Theory of Situated AI for Competitive Advantage	Independent Variables (Strategic Drivers): Business Model Architecture, Strategic Positioning of AI, Grounding, and Bounding. Mediating Factors: Data Network Effects and Business Model Themes (Novelty, Efficiency, Complementarity, Lock-in). Outcome Variables: Value Creation, Value Appropriation, and Competitive Advantage (Firm Performance).	The study finds that AI adoption alone does not guarantee wealth; it requires "Strategic Use." Firms must transition through an evolutionary cycle of business model themes. AI must be positioned within the architecture to trigger Data Network Effects, which eventually activates the Lock-in theme. This prevents customer migration and creates high entry barriers via unique, AI-generated databases	While some firms harness AI for unparalleled wealth, most fail. This paper addresses how firms can use AI to create and appropriate economic value. By integrating business model theory with data network effects and situated AI, the authors propose a new theory. It emphasizes the evolutionary activation of business model themes and the strategic positioning of AI to realize competitive advantage rather than just operational cost efficiency.
12	*Smirna Marques Felinto da Silveira Fernandes, Renan Felinto de Farias Aires, and Camila Cristina*	*The transient competitive advantage model to analyze business scenario of technology companies*	Qualitative Case Study. The researchers conducted semi-structured interviews with three technology companies graded by business incubators in	Analytical Dimensions (TCAM Elements): (1) Continuous Reconfiguration, (2) Resource Allocation, (3) Leadership	The three assessed companies exhibited a "consistent, but unsystematic and reactive environment." While they	This study analyzes the business scenario within the scope of transience based on the TCAM introduced by Rita McGrath. Traditional strategies based

	Rodrigues Salgado (2023)		Brazil. The data were analyzed qualitatively using the Transient Competitive Advantage Model (TCAM) framework.	and Mindset, (4) Innovation Proficiency, and (5) Healthy Disengagement.	demonstrated strengths in continuous reconfiguration, resource allocation, and leadership, they significantly failed in innovation proficiency and healthy disengagement. This reactive posture hinders their ability to shift from declining advantages to new opportunities in a dynamic market.	on stability are increasingly irrelevant. Through case studies of three Brazilian tech firms, results reveal that despite being in a dynamic sector, companies lack formal innovation processes and systematic abandonment of declining activities. The study validates TCAM as a tool to help companies navigate the "transient advantage economy
13	*V. K. Ranjith (2016)*	*Business Models and Competitive Advantage*	Qualitative Multiple Case Study. The research employs a case study approach analyzing two major organizations from emerging markets: Arvind Eye Hospital and Maruti Udyog Limited (MUL).	Independent Variables: Business Model Components (Value Proposition, Strategic Resources, Dynamic Processes, and Alignment of Capabilities). Dependent Variables: Sustainable Competitive Advantage, Firm Success, and Profitability.	The study finds a strong causal relationship between business models and competitive strategy. Key findings include: Firms employing multiple business models (like MUL with car manufacturing and driving schools) have a higher chance of gaining and sustaining competitive advantage.Effective business models rely on the deliberate alignment of resources and capabilities.Business models are dynamic and must be innovated to	Firms in emerging markets strive for sustainable competitive advantage through a strong relationship between business models and strategy. This paper studies business models from emerging markets, emphasizing the emergence of multiple models. Through case studies, it is understood that the choices firms make in selecting business model components determine their success. The study concludes that firms with multiple business models demonstrate

					survive market turbulence.	higher chances of gaining a competitive edge.
14	*Andrejs Čirjevskis (2016)*	*Designing dynamically "signature business model" that support durable competitive advantage*	Qualitative Deductive Case Study. The research uses a two-stage approach: (1) In-depth archival research of the Samsung Group (financial statements, annual reports, and CEO statements) and (2) The development of a new conceptual model integrating strategic frameworks.	ey Frameworks/Variables: 1. Dynamic Capabilities (DC): Sensing, Seizing, and Transforming. 2. Business Model (BM): Measured through the 9 building blocks of the BM Canvas. 3. Customer Value Proposition (CVP): Analyzed via the PERFA framework (Performance, Ease of use, Reliability, Flexibility, and Affectivity).	1. Samsung's competitive advantage is driven by the **synchronization** of its business model with the rapidly changing ICT environment. 2. The "Signature Business Model" of Samsung is rooted in its **Global Innovation Center (GIC)** and its "win-win" partnerships/open innovation strategies. 3. High-performing companies must convert value delivered to customers into value captured by the enterprise to sustain long-term success.	This paper provides empirical research on the Samsung case by adopting three frameworks: dynamic capabilities, business model canvas, and customer value proposition (PERFA). The aim is to explain how dynamic capabilities operate in Samsung Group to support a "signature business model" that leads to durable competitive advantage. The findings suggest that the synchronization of business models with the business environment is a critical role of dynamic capabilities in successful organizations.
15	*Amira M. Omar (2026)*	*E-business value chain and technological advancements: Driving competitive advantage in the egyptian banking sector*	Quantitative Research. The study distributed 500 self-administered questionnaires to managers at the top five commercial banks in Egypt. Analysis was conducted on 324 valid responses using Partial Least Squares Structural Equation Modeling	Independent Variables (E-Business Value Chain): Digital Inbound Logistics, Digital Operations, Digital Outbound Logistics, Digital Marketing & Sales, and	1. All five dimensions of the digital value chain significantly boost competitive advantage, explaining 90% of the variance in competitiveness. 2. Digital Operations emerged as the most	This research examines the impact of e-business value chain activities on the competitive advantage of Egyptian banks. It specifically investigates how digital transformation in inbound/outbound logistics, operations,

			(PLS-SEM) and Ordinary Least Squares (OLS) regression.	Digital Customer Service. Dependent Variable: Com petitive Advantage.	impactful driver, highlighting the importance of AI, automation, and real-time processing. 3. The study confirms that integrating digital tools across the value chain leads to superior operational excellence and customer loyalty in emerging markets.	marketing, and customer service improves competitiveness. Using a quantitative approach with data from Egypt's top five banks, the results demonstrate that operational digitization is the primary contributor to success. The study suggests that banks must synchronize digital investments with strategic operations to maintain market leadership.
16	*Byron Guaygua, Antonio J. Sánchez-Garrido, Lorena Yepes-Bellver, dan Víctor Yepes (2026)*	*A multi-criteria life-cycle decision framework for sustainable modular hospitals in seismic regions*	Multi-Attribute Decision-Making (MADM) framewor k integrating Life Cycle Assessment (LCA), Life Cycle Cost (LCC), Social Life Cycle (S-LCA), and temporal performance. It uses the Best–Worst Method (BWM) for weighting and an ensemble of EDAS, MABAC, and MARCOS for ranking. Uncertainty is addressed through Monte Carlo simulations.	Independent Variables: Stru ctural systems (Reinforced Concrete modules/MCB , Hot-rolled Steel modules/MSB , Concrete–Steel Hybrid/MHB, and Conventional Cast-in-place/CB). Dependent Variables: Env ironmental impact, Life cycle cost, Social impact, and Economic–Temporal efficiency (ET).	Hot-rolled steel modular systems (MSB) demonst rated the best overall performance, significantly reducing environmental and social impacts and construction time (49% reduction) despite higher initial costs. However, in extreme health emergency scenarios, the concrete modular system (MCB) becomes the optimal solution due to its balance of cost and rapid deployment.	This study proposes a decision-support framework for sustainable modular hospitals in seismic-prone regions like Quito, Ecuador. By integrating sustainability pillars with a normalized economic–temporal indicator (ET), the framework evaluates different prefabrication systems against conventional methods. The results offer a transparent tool for procurement and emergency decision-making for critical healthcare infrastructure

17	*Yousra Louhab, Yassine Zahidi, Maha Rezzai, Mohamed El Moufid, Wafaa Dachry, Hassan Gziri, and Hicham Medromi (2026)*	*Optimizing hospital waste management in Morocco: a hybrid multi-criteria decision framework*	Hybrid Multi-Criteria Decision-Making (MCDM). The study integrates the Best Worst Method (BWM) for weighting criteria and TOPSIS for ranking strategies. Data were collected through questionnaires from 16 experts including hygiene managers, quality managers, and health executives.	Evaluation Criteria (Independent): Reduction of sorting errors (C1), Improvement of traceability (C2), Reduction of hazardous waste (C3), Compliance with regulations (C4), Contribution to health safety (C5), and Time saving (C6). Strategic Alternatives (Dependent): Sensor-based monitoring (A1), Digital waste tracking (A2), Reorganizatio n of sorting steps (A3), Error detection & digital feedback (A4), Intelligent visual guidance (A5), and Training programs (A6).	Reduction of sorting errors (C1) was identified as the highest priority criterion. The most effective improvement strategy was Intelligent visual guidance at sorting stations (A5), followed by targeted training (A6). The study concludes that human-centered, low-complexity interventions at the source are more impactful than upstream technological solutions.	This study develops a decision-support framework to improve hospital waste management in Morocco. Unlike previous research focused on treatment technology, this framework prioritizes internal operational processes. By integrating BWM and TOPSIS, the study translates expert judgment into a prioritization of strategies. Results emphasize that reducing sorting errors and strengthening safety through visual guidance are key to optimizing performance in resource-constrained healthcare systems.
18	*Ana Julia Acevedo-Urquiaga, et al. (2025)*	*Neural network prediction of small business competitiveness under a sustainable short supply chain business model for rooftop agriculture in a Bogotá neighborhood*	Mixed-Method & Predictive Modeling. The study uses a Triple-Layer CANVAS Business Model (TLCBM) for conceptual design and Artificial Neural Networks (ANN) for predictive analysis. Data was collected via the Value Network Reference	Independent Variables: Sup ply chain flexibility, production capacity, systematic consumer contact, investment coordination, product availability,	1. Adopting a sustainable business model based on rooftop agriculture and short supply chains (SSC) can increase SME competitiveness by up to 11.8%. 2. The model	This study predicts the impact of a sustainable business model grounded in short supply chains and rooftop agriculture on the competitiveness of SMEs (restaurants) in

			Model (VNRM) survey from 48 restaurants in Bogotá, Colombia.	inventory turnover, and rate of new product launches. Dependent Variable: SME Competitiveness (measured by the Value Network Level/VNL index).	reduces logistics costs and provides access to fresh, environmentally friendly inputs. 3. Neural networks successfully predicted competitiveness with high accuracy, identifying investment coordination (Q4) as the most significant variable.	Bogotá. Using a Triple-Layer CANVAS and neural network techniques, the research analyzes changes in collaboration, innovation, and proximity. Results suggest an 11.8% increase in competitiveness, offering strategic opportunities for urban restaurants despite technical and economic barriers.
19	*L. Omidi, Gh. Moradi, V. Salehi, and M. Khosravifar (2024)*	*A multi-criteria decision-making approach for prioritizing factors influencing healthcare workers' safety performance: A case of a women's hospital*	Integrated MCDM Approach. The study used the Entropy method to determine the objective weights of influential factors and TOPSIS to rank alternatives (occupational groups). Data were collected via questionnaires from 206 healthcare workers.	Influential Factors (Criteria): Safety climate, Perceived organizational support for safety, Perceived supervisor support for safety, Safety voice, Organizational resilience, and Individual resilience. Occupational Groups (Alternatives): Nurses, Midwives, Anesthesiologists, Laboratory staff, Medical doctors (specialists), Radiologists, and Surgical technologists.	Perceived organizational support for safety and organizational resilience were identified as the most critical factors (22% weight each). Regarding safety performance components, safety compliance was found to be more important than safety participation. Radiologists ranked highest in safety performance, while medical doctors reported the lowest levels.	This study examines organizational and individual factors influencing the safety performance of healthcare workers in a women's hospital in Iran. Using an integrated Entropy-TOPSIS approach, the research prioritizes factors such as resilience and organizational support. The findings demonstrate that compliance with safety rules is essential for better performance and highlight significant differences in safety levels across various occupational groups.
20	*Maria Pinelli, Marcia*	*How do strategy, scanning, and*	Qualitative Study. The researchers	Main Themes (Factors): Technological	1. Most hospitals lack a formal,	This study aims to understand how Dutch hospitals

	Tummers, and Janneke Grutters (2026)	*assessment shape decision-making on technologies in hospitals? insights from a qualitative study in Dutch hospitals*	conducted semi-structured interviews with 24 respondents (CEOs, Medical Doctors, CIOs, Innovation Managers, and Medical Physicists) across 7 Dutch hospitals. Data were analyzed using Thematic Analysis with a grounded theory approach.	Strategy (Vision/Mission), Technology Scanning (Sourcing information), and Technology Assessment (Ex-ante and ex-post evaluation). Dependent Outcomes: Decision-making regarding technology procurement and adoption.	standalone technological strategy; technology is viewed merely as a tool for clinical goals. 2. Scanning and assessment processes are largely non-systematic and decentralized. 3. There is a "Strategic Paradox": While systematic assessment is valued for resource efficiency, some stakeholders fear it may stifle innovation and serendipity.	manage technology strategy, scanning, and assessment. Through 24 interviews, the study reveals that hospitals prioritize patient care but lack a standardized approach to evaluating emerging technologies. Academic hospitals focus more on research and education. The findings suggest that more systematic processes could streamline decision-making and optimize resource use in decentralized healthcare systems.

LITERATURE REVIEW

Strategic management in healthcare organizations has evolved into a crucial discipline for navigating the complexities of the modern medical industry. At the heart of this management is comprehensive strategic planning, requiring hospitals to align long-term vision with operational capabilities to respond to uncertain market dynamics (Abbas, 2024). Amidst increasingly fierce competition, the implementation of competitive strategy is a key determinant of a hospital's market position. This involves not only choosing between cost leadership or service differentiation but also how the organization builds resilience through the use of digital technology (Kraus et al., 2023; Hadjielias et al., 2022). The transition to a value-based healthcare model further emphasizes the importance of creating value for patients, where clinical quality and health outcomes are prioritized as key metrics over mere service volume (Wang et al., 2023).

Furthermore, adopting an innovation strategy is key to accelerating service transformation, from implementing telemedicine to using artificial intelligence in clinical decision-making. Continuous innovation enables hospitals to simultaneously improve service quality through more precise procedures and increase operational efficiency by reducing resource waste through the Lean Healthcare methodology (Tortorella et al., 2022). This strategic focus ultimately leads to a holistic improvement in patient satisfaction, which is seen as a crucial asset in maintaining healthcare consumer loyalty in an era of disruption. By integrating all these strategic elements, hospitals are not only able to meet stringent patient safety standards but also ensure the long-term financial and operational sustainability of the organization (Abbas, 2024; Wang et al., 2023).

Hospital business strategies within the cost leadership dimension now focus on value creation through resource optimization without compromising patient safety standards. This strategy requires organizations to achieve high operational efficiency through standardizing clinical workflows and eliminating non-value-added activities, often achieved through the implementation of Lean Healthcare methodologies (Tortorella et al., 2022;

Talero-Sarmiento et al., 2024). Furthermore, effective service cost management is crucial amidst pressures on national healthcare package rates, where hospitals must be able to precisely control variable and overhead costs to maintain healthy financial margins (Abbas, 2024). The use of digital technology in medical supply chain management and real-time performance monitoring has been shown to strengthen hospitals' cost positions, enabling long-term organizational sustainability despite a highly competitive market environment (Kraus et al., 2023; Abbas, 2024).

Differentiation strategy in modern hospital management focuses on creating unique value that differentiates the institution from competitors through three key pillars: service quality, technological sophistication, and a holistic patient experience. First, superior medical service quality, supported by adherence to international clinical standards and measurable health outcomes, serves as the primary foundation for hospitals to build a strong brand reputation (Wang et al., 2023; Abbas, 2024). Second, investment in cutting-edge medical technologies, such as robotic surgical systems, artificial intelligence (AI)-based diagnostic tools, and digital health data integration, serves as a differentiation tool, enabling hospitals to offer more precise and less invasive medical procedures (Kraus et al., 2023). Third, a focus on the patient experience—which encompasses the comfort of facilities, ease of access through digital platforms, and empathetic interactions between medical personnel and patients—is key to building consumer loyalty in an increasingly competitive healthcare market (Wang et al., 2023). By combining these three elements, hospitals are not only able to attract a wider market share but also create a sustainable competitive advantage by positioning themselves as premium and trusted service providers (Kraus et al., 2023; Hadjielias et al., 2022).

An innovation strategy in the healthcare sector is now a key pillar for hospitals to maintain relevance amidst technological disruption and changing patient expectations. The implementation of telemedicine has gone beyond being a mere emergency solution, now serving as a strategic service channel that expands geographic accessibility and improves the efficiency of remote consultations (Hadjielias et al., 2022; Kraus et al., 2023). Furthermore, the adoption of an integrated digital health ecosystem—including Electronic Health Records (EHR) and remote patient monitoring platforms—enables hospital management to make real-time, data-driven decisions to optimize operational workflows (Tortorella et al., 2022). The pinnacle of this innovation strategy is the integration of AI (Artificial Intelligence) in healthcare, which not only revolutionizes diagnostic accuracy and treatment personalization but also acts as a predictive engine for administrative efficiency and resource management (Kraus et al., 2023; Abbas, 2024). By combining digital technology and artificial intelligence, hospitals can create business models that are more resilient, innovative, and centered on patient value in the future (Abbas, 2024; Wang et al., 2023).

Partnership strategies have become a crucial component of the modern healthcare ecosystem, addressing resource constraints and accelerating knowledge transfer. Collaboration with other healthcare institutions, whether through hospital networks or strategic alliances with university research centers, enables organizations to exchange clinical expertise and optimize patient referrals to collectively improve health outcomes (Abbas, 2024; Hadjielias et al., 2022). Collaboration with technology companies and digital health startups is key to accelerating service transformation, enabling hospitals to adopt innovative solutions without having to build IT infrastructure from scratch (Kraus et al., 2023). These partnerships not only facilitate more efficient information system integration but also enable the development of more personalized, data-driven services for patients (Wang et al., 2023; Tortorella et al., 2022). Through this inter-industry synergy, hospitals can strengthen their competitive position, share the risks of innovation investments, and ensure operational sustainability in a highly dynamic market (Abbas, 2024; Kraus et al., 2023).

The successful implementation of business strategies in the modern healthcare ecosystem is determined by the interaction of various complex internal and external factors. Leadership is a key determinant, with an adaptive strategic leadership style required to direct the organization's vision amidst market uncertainty (Abbas, 2024; Kraus et al., 2023). This is closely related to the effectiveness of technology adoption, such as artificial intelligence and Big Data, which serve not only as operational tools but also as key drivers in creating efficiency and competitive advantage (Hadjielias et al., 2022; Tortorella et al., 2022). Furthermore, an organization's capability to respond agilely to change depends heavily on its culture of innovation and the competence of its human resources (Kraus et al., 2023).

Externally, government regulations remain a policy framework that significantly impacts the flexibility of business strategies, particularly regarding accreditation standards and national healthcare financing schemes (Abbas, 2024). Furthermore, patient satisfaction has shifted to the center of all strategic initiatives, with positive patient experiences serving as a quality indicator that directly impacts healthcare consumer reputation and loyalty

(Wang et al., 2023). Ultimately, all of these factors must lead to financial sustainability, enabling hospitals to continue investing in technology and service quality without compromising the organization's long-term economic stability (Abbas, 2024; Wang et al., 2023).

An analysis of publication trends in the hospital business strategy literature reveals significant dynamics, reflecting academic responses to the changing global healthcare landscape. Based on publication years, a significant surge in research volume was observed between 2020 and 2025, with the focus shifting from traditional operational management to organizational resilience and post-pandemic digital transformation (Hadjielias et al., 2022; Kraus et al., 2023). This trend confirms that global uncertainty has prompted researchers to explore more adaptive and sustainable business models (Abbas, 2024).

In terms of research countries, literature contributions are still dominated by developed countries such as the United States, the United Kingdom, and several European countries. However, there has been rapid growth in contributions from developing countries such as China, Brazil, and Indonesia in the past five years (Tortorella et al., 2022). This geographic shift indicates that the challenges of cost efficiency and healthcare quality are now universal issues requiring unique local strategic approaches (Talero-Sarmiento et al., 2024). Meanwhile, based on published journals, key articles are concentrated in highly reputable healthcare management and operations management journals such as Health Care Management Review, Technovation, and the International Journal of Production Economics (Wang et al., 2023; Kraus et al., 2023). The concentration of publications in these interdisciplinary journals demonstrates that hospital business strategy is now viewed as a complex integration of management science, information technology, and public policy (Abbas, 2024; Wang et al., 2023).

The classification of hospital business strategies in modern healthcare management literature can be mapped into four main, interacting strategic dimensions. First, an operational efficiency strategy serves as the foundation for hospitals to optimize resources through waste elimination and clinical process standardization, often implemented through the Lean Healthcare methodology to maintain financial stability (Tortorella et al., 2022; Talero-Sarmiento et al., 2024). Second, a service differentiation strategy is implemented to build competitive advantage through the provision of unique, specialized medical services, the use of cutting-edge medical technology, and a reputation for high clinical quality (Wang et al., 2023; Abbas, 2024).

Third, along with technological disruption, a digital transformation strategy has become an absolute necessity, encompassing the adoption of Artificial Intelligence (AI), telemedicine, and digital data ecosystems to improve diagnostic precision and organizational resilience (Kraus et al., 2023; Hadjielias et al., 2022). Fourth, this dimension culminates in a patient-centered strategy, where all strategic initiatives are focused on holistically improving the patient experience to ensure consumer satisfaction and loyalty (Wang et al., 2023). Finally, to strengthen all these dimensions, strategic collaboration, or partnerships between institutions and technology companies, has become a crucial instrument in sharing innovation risks and expanding market reach amidst dynamic global competition (Abbas, 2024; Kraus et al., 2023).

Based on a literature synthesis on the determinants of hospital strategy success, five crucial elements consistently emerge as key determinants of organizational performance in the modern healthcare era. The first factor is leadership capability, where adaptive and transformational strategic leadership is the backbone of aligning the organization's vision with dynamic environmental changes (Abbas, 2024; Kraus et al., 2023). This is closely related to the adoption of digital technologies, such as the integration of Artificial Intelligence (AI) and Big Data, which have been shown to accelerate operational efficiency while improving diagnostic accuracy (Hadjielias et al., 2022; Tortorella et al., 2022). In addition to technical aspects, an organizational culture that supports innovation and patient safety plays a vital role in ensuring that strategic transformation is accepted and effectively implemented by all healthcare professionals (Kraus et al., 2023).

On the service output side, patient satisfaction has shifted to become a key success metric in the Value-Based Healthcare model, where a positive patient experience directly contributes to the reputation and loyalty of healthcare consumers (Wang et al., 2023). Finally, all these initiatives must be supported by precise financial management to ensure long-term operational sustainability, especially in the face of cost-efficiency pressures and stringent national healthcare financing schemes (Abbas, 2024; Wang et al., 2023). The synergistic integration of these five factors enables hospitals not only to survive the competition but also to continue to provide significant added value to the community.

RESULTS AND DISCUSSION

An analysis of publication trends in the hospital business strategy literature reveals significant dynamics, reflecting the academic response to the changing global healthcare landscape. Based on publication year, a massive surge in research volume is observed between 2020 and 2025, with the focus of studies shifting radically from traditional operational management to organizational resilience and post-pandemic digital transformation. This trend confirms that global uncertainty has prompted researchers to explore more adaptive and sustainable business models to maintain service continuity during the crisis.

In terms of research countries, literature contributions are still dominated by developed countries with established health systems such as the United States and European countries, but there has been a rapid growth in contributions from developing countries such as China, Brazil, and Indonesia in the last five years. This geographic shift indicates that the challenges of cost efficiency and quality of health services are now universal issues that require a unique local strategic approach but remain globally relevant. Meanwhile, based on published journals, key articles are concentrated in highly reputable health management and operations journals such as Health Care Management Review, Technovation, and the International Journal of Production Economics . This concentration on interdisciplinary journals proves that hospital business strategy is now seen as a complex integration of management science, information technology, and public policy that focuses on patient value.

The classification of hospital business strategies in modern healthcare management literature can be mapped into five main strategic dimensions that interact to achieve competitive advantage. First, an operational efficiency strategy serves as the foundation for hospitals to optimize resources through efficient systems to support the management of business lines and core business functions. Second, a service differentiation strategy is implemented to build a unique position in the market through differentiated quality of care, a strong corporate image, and service diversification to avoid duplication in the local market.

Based on a synthesis of recent literature, five crucial elements have consistently been identified as key determinants of successful business strategies in the modern healthcare sector. The first factor is leadership capability, where adaptive and transformational strategic leadership is a key driver in aligning an organization's vision with uncertain market dynamics (Abbas, 2024; Kraus et al., 2023). This is closely related to the effectiveness of digital technology adoption, such as the integration of artificial intelligence (AI) and health data platforms, which have been shown to significantly improve operational efficiency and the accuracy of clinical services (Hadjielias et al., 2022; Tortorella et al., 2022).

Beyond technical aspects, an organizational culture that supports innovation and patient safety plays a vital role in ensuring that any strategic changes are well-internalized by all medical staff. Furthermore, a focus on patient satisfaction is now seen as an intangible asset that determines long-term reputation and loyalty in value-based healthcare models (Wang et al., 2023). Finally, all these initiatives must be grounded in precise financial management to ensure organizational sustainability amidst cost-efficiency pressures and stringent healthcare regulations (Abbas, 2024; Wang et al., 2023).

Despite the rapid growth of research on hospital business strategy, a systematic analysis of the current literature reveals several crucial research gaps that require further exploration. First, there is a lack of research on digital transformation strategies in hospitals in developing countries, with most current studies focusing on healthcare ecosystems in developed countries with established infrastructure [1, 2]. Second, there is still limited research on the holistic integration of AI into hospital business strategy; the existing literature tends to discuss AI from a clinical perspective, but neglects how artificial intelligence can revolutionize managerial processes and strategic organizational decision-making [3, 4]. Finally, there is a lack of research linking business strategy to hospital sustainability, both in terms of long-term financial sustainability and social and environmental responsibility [1, 5]. The identification of these gaps underscores the need for a new framework capable of integrating technological innovation with sustainable business models, particularly in the context of emerging healthcare markets.

FUTURE RESEARCH DIRECTIONS

Based on the previously identified research gaps, several crucial future research directions are recommended to enrich the literature on future healthcare management. First, future research needs to explore in-depth the integration of Artificial Intelligence (AI) into hospital strategy, shifting the focus from a mere clinical tool to a pillar of precise managerial decision-making and real-time financial risk prediction. Second, a more

comprehensive study is needed on the development of digital health strategies, particularly in formulating an adaptive digital transformation framework to achieve operational efficiency and organizational resilience.

Third, patient experience-based hospital strategies should be a priority research agenda, with a focus on how personalized services and digital interactions can directly impact healthcare consumer loyalty and long-term business sustainability. Finally, the development of hospital strategy models in developing countries is urgently needed to understand how infrastructure barriers and resource limitations can be overcome through appropriate management innovations. By following up on these recommendations, it is hoped that more innovative, competitive, and sustainable hospital management models will be created amidst the disruption of the global healthcare industry.

CONCLUSION

This study concludes that hospital business strategy plays a crucial role as a key determinant in increasing competitiveness and ensuring the sustainability of healthcare organizations amidst global disruption (Abbas, 2024; Kraus et al., 2023). A systematic literature review found that the key strategies dominating academic discourse include optimizing operational efficiency through lean methodology, service differentiation based on clinical quality, accelerated digital transformation, and strengthening strategic collaboration between institutions (Tortorella et al., 2022; Hadjielias et al., 2022).

Theoretically, this research makes a significant contribution to charting the evolution of healthcare management literature. Practically, the results identify crucial opportunities for developing more adaptive and innovative future business models (Wang et al., 2023). By integrating these various strategic dimensions, hospitals are expected to not only be able to respond agilely to market changes but also consistently enhance the value of services for patients and other stakeholders.

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