Mapping Organizational Readiness for Artificial Intelligence (AI) in Automotive After-Sales Services: A Bibliometric Study

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Abstract

This study presents a bibliometric analysis that maps the research landscape of organizational readiness for artificial intelligence (AI) within the automotive sector, with a particular focus on after-sales services. Utilizing the Scopus database, 370 peer-reviewed articles published between 2014 and 2024 were systematically analyzed using Biblioshiny to investigate publication trends, thematic evolution, keyword co-occurrence, and citation patterns. The analysis reveals a consistent growth in annual scientific production, indicating rising academic interest. However, keyword clustering and co-occurrence networks demonstrate that research is predominantly concentrated on technical implementations of AI, such as machine learning, automation, and Industry 4.0, while organizational readiness dimensions, including leadership, digital culture, and workforce capabilities, remain underrepresented. Citation trends further reflect this imbalance, as highly cited papers tend to emphasize technological advancements rather than organizational preparedness. Notably, after-sales service functions a key touchpoint for customer satisfaction and long-term value are largely absent from mainstream AI readiness discourse. These findings highlight a significant research gap in the context of AI adoption within service-oriented organizations. By identifying neglected areas and synthesizing emerging themes, this study provides theoretical insights and practical directions for future research into AI readiness within after-sales operations of the automotive industry.

Keywords: Artificial Intelligence, Organizational Readiness, Automotive Industry, After-Sales Services, Bibliometric Analysis, Scopus

Introduction

The emergence of artificial intelligence (AI) has initiated a paradigm shift across various industries, positioning the automotive sector as a frontrunner in this technological transformation. While AI offers transformative capabilities, from automation and predictive

analytics to customer engagement, it also introduces complex challenges that organizations must navigate strategically. A critical prerequisite for successful AI implementation is organizational readiness, a multidimensional concept encompassing data infrastructure, technological capabilities, workforce expertise, and governance mechanisms (Jöhnk et al., 2020; Uren & Edwards, 2023; Herdhiyanto et al., 2023).

Although research on AI adoption has gained momentum, studies focusing specifically on AI readiness remain in their infancy (Jöhnk et al., 2020). Prior works have emphasized the need for organizations to assess their preparedness to minimize risks and ensure sustainable implementation (Baier et al., 2019; Bughin et al., 2017). This readiness spans organizational, technical, and individual dimensions, each contributing to or hindering the adoption process. The rise of Industry 4.0 has amplified these concerns. Preceded by the "information age," this current era of digitalization is marked by the integration of AI, the Internet of Things (IoT), robotics, and mobile technologies, which continue to reshape work and business practices (Huang, 2022). However, the readiness of organizations, particularly in after-sales services within the automotive industry, has not received adequate scholarly attention. After-sales services play a crucial importance role in ensuring customer satisfaction and long-term value, yet their integration with AI remains underexplored.

As noted by Nguyen et al. (2022), substantial research gaps persist in understanding AI's impact at the organizational and service levels. These gaps signal the need for more focused investigations into how organizations can strategically prepare for AI adoption, especially in service-intensive functions like after-sales. Accordingly, this study aims to provide a structured bibliometric overview of AI readiness research within the automotive sector, identify prevailing publication trends, thematic concentrations, and citation patterns, and highlight underexplored areas, particularly the role of organizational readiness in after-sales services, while offering directions for future research.

Background and Related Work
Artificial Intelligence in the Automotive Industry
Artificial intelligence (AI) has significantly transformed the automotive industry, driving innovations across vehicle design, manufacturing, and intelligent systems. The integration of AI technologies such as machine learning, autonomous driving algorithms, and predictive analytics has enabled car manufacturers to enhance production efficiency, product quality, and customer experiences (Dwivedi et al., 2023). Studies have shown that automotive firms are among the early adopters of AI-driven solutions, particularly in areas like smart manufacturing, supply chain optimization, and autonomous systems (Jain et al., 2021). However, while technical implementations have received substantial research attention, the organizational dimensions of AI adoption remain relatively underexplored, especially in customer-facing services.

Organizational Readiness for AI
Organizational readiness for AI refers to an organization's capacity to adopt and implement AI technologies effectively and sustainably. This includes readiness in terms of infrastructure, data availability, employee competencies, leadership commitment, and strategic alignment (Jöhnk et al., 2020; Uren & Edwards, 2023). While many firms in the automotive sector have embraced AI in technical areas such as manufacturing or logistics, a different set of readiness

requirements may emerge when AI is introduced in service-oriented functions such as after-sales. Past research has suggested that successful digital transformation is contingent upon organizational culture, governance structures, and employee support (Berente et al., 2021; Imran et al., 2021). Without sufficient internal preparedness, AI initiatives may face barriers such as resistance to change, lack of trust, or fragmented implementation. Yet, despite the acknowledged importance of organizational factors, much of the existing literature remains focused on the technological aspects of AI adoption, leaving a significant gap in understanding how firms can prepare internally to support AI-driven innovation in customer-facing contexts (Jöhnk et al., 2020).

Conceptual Focus of Current AI Readiness Research
Recent scholarly interest in artificial intelligence (AI) readiness has expanded across sectors such as manufacturing, finance, and automotive (Dwivedi et al., 2021; Jain et al., 2021). However, the literature remains predominantly skewed towards technical readiness, with emphasis on infrastructure, data integration, and system capabilities. In contrast, organizational dimensions, including leadership commitment, employee competencies, and cultural adaptability, receive comparatively less empirical attention (Baier et al., 2019; Jöhnk et al., 2020; Berente et al., 2021). While several conceptual frameworks incorporate these factors, limited contextualized studies exist to evaluate how organizations prepare internally for AI adoption (Jöhnk et al., 2020). This suggests a need for more nuanced investigations into how organizational readiness is conceptualized alongside technological factors, particularly across varying functional domains.

Importance of Bibliometric Analysis
Bibliometric analysis offers a systematic approach to examining the intellectual landscape of a research domain through quantifiable patterns in scholarly publications. It enables researchers to explore how a field has evolved over time, identify influential studies and authors, and detect emerging or underexplored themes (Aria & Cuccurullo, 2017; Chen et al., 2021). In the context of artificial intelligence and organizational preparedness, bibliometric methods are particularly valuable for mapping fragmented bodies of knowledge and generating evidence-based insights without imposing pre-defined theoretical assumptions. This makes bibliometric analysis well-suited for exploratory investigations into broad, multidisciplinary areas such as AI readiness in the automotive sector. By applying this method, the present study aims to uncover prevailing trends, conceptual gaps, and thematic clusters within literature, particularly as they relate to the underexamined area of AI adoption in after-sales services. Rather than testing specific hypotheses, this analysis provides a structured overview of the existing knowledge base, which may serve as a foundation for future empirical and theoretical development.

Research Methodology
This study adopts a bibliometric approach to systematically explore the research landscape of artificial intelligence (AI) readiness within the automotive sector, with emphasis on service-oriented domains. Bibliometric analysis enables scholars to synthesize large volumes of academic literature to identify conceptual structures, publication trends, and intellectual gaps (Aria & Cuccurullo, 2017). To ensure transparency and replicability, this study follows the bibliometric analysis framework proposed by Donthu et al. (2021), which includes the

formulation of research scope, rigorous data extraction, keyword refinement, and analytical interpretation.

The Scopus database was selected due to its comprehensive indexing of peer-reviewed journals across fields relevant to AI, engineering, and organizational research. This selection is supported by Mongeon and Paul-Hus (2016), who demonstrate Scopus's broader coverage compared to other bibliographic sources. The literature search was conducted on 12 January 2024, targeting publications from 2014 to 2024 to capture developments over the past decade.

A structured search strategy was formulated using Boolean operators to capture intersecting themes of AI, readiness, automotive applications, and organizational contexts. The final Boolean string was:

> ((TITLE-ABS-KEY (("AI" OR "AI-" OR "artificial intelligence") AND ("readiness" or "automotive" or car or "after-sale" or "after sale*")) AND PUBYEAR > 2014 AND PUBYEAR < 2024) AND (organization)) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (LANGUAGE , "English"))

This initial query retrieved 776 documents, which were then screened in two stages. The first stage excluded non-article types such as reviews, editorials, and book chapters. The second stage involved manual verification of thematic relevance to AI readiness in organizational settings, particularly within the automotive domain. After this process, 370 articles were retained for analysis. The full screening workflow is depicted in Figure 1, ensuring a replicable process aligned with bibliometric best practice. The dataset was then imported into Biblioshiny, a user-friendly interface of the R-based Bibliometrix package, selected for its robust capabilities in citation analysis, keyword mapping, and trend visualization (Aria & Cuccurullo, 2017). Analyses included annual scientific production, author keyword co-occurrence, citation impact, and thematic evolution. These methods were used to uncover underexplored domains and evolving trends in AI readiness literature, particularly gaps linked to service contexts.

The final dataset comprises 370 documents, authored by 1,393 contributors, with an average of 3.97 co-authors per document and 35.14% international collaboration rate. Collectively, these publications include over 24,000 references and show an average citation rate of 18.02 per document, with an annual publication growth rate of 48.77% (2015–2023) signalling growing academic interest in this area. This methodological approach, grounded in transparency, systematicity, and bibliometric best practice, not only strengthens the validity of findings but also ensures the study's contribution can be replicated and expanded in future research.
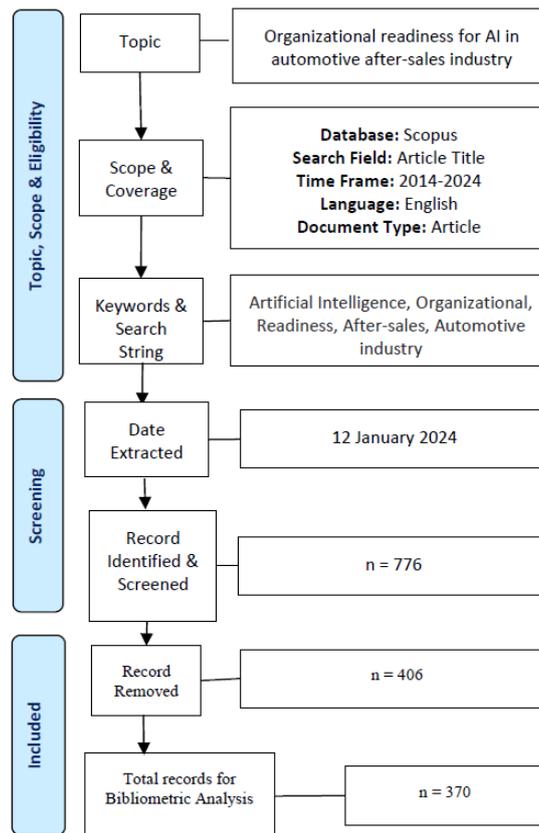
Figure 1. Flow diagram of the search strategy for identifying AI readiness publications in the organizational context. *Adapted from Zakaria et al. (2020).*

Analysis and Result

The analysis of the 370 articles retrieved from the Scopus database provided rich insights into the evolving research landscape of AI readiness within the automotive sector. Using keywords such as "AI", "Artificial Intelligence", "readiness", "automotive", "after-sales", and "organization", the bibliometric process uncovered key publication trends, dominant research themes, and areas of underexplored scholarly focus (Donthu et al., 2021; Aria & Cuccurullo, 2017).

Annual Scientific Production

A review of the annual scientific production reveals a noticeable upward trend in publication volume over the past decade (Donthu et al., 2021). As illustrated in Figure 2, initial interest in this domain emerged slowly, with only five articles published in both 2015 and 2016. This suggests that AI readiness, particularly in the context of automotive services, was still a nascent topic during those early years. In 2017, the number of publications rose to 16, marking a threefold increase and indicating that researchers were beginning to recognize the significance of AI integration and organizational preparedness in the automotive sector. However, a temporary dip in 2018, where only eight articles were published, may point to a transitional phase, possibly due to shifting funding priorities, research fatigue, or a consolidation of focus where fewer but more in-depth studies were conducted (Gao & Ding, 2022). Beginning in 2019, publication output resumed an upward trajectory. By 2020, interest had strengthened significantly, reflecting the growing relevance of AI-driven transformation within both technical and managerial domains.

By 2023, the number of publications had surged to 120, marking the highest output within the timeframe and suggesting that the topic had matured into a mainstream research area. Nonetheless, deeper analysis of trending topics (discussed in the following section) indicates that most research continues to concentrate on the technical applications of AI, such as autonomous driving systems, predictive maintenance, and manufacturing automation. In contrast, the organizational readiness for AI adoption, particularly in after-sales services, remains sparsely addressed (Jöhnk et al., 2020; Nguyen et al., 2022). This imbalance highlights a fascinating discrepancy, while the broader field of AI in the automotive sector appears to be maturing (Gao & Ding, 2022), the specific subfield focusing on organizational preparedness, especially in customer-facing functions like after-sales remains underdeveloped. This further reinforces the research gap identified in earlier sections and positions the current study as a timely effort to map and spotlight this overlooked area within the academic discourse.
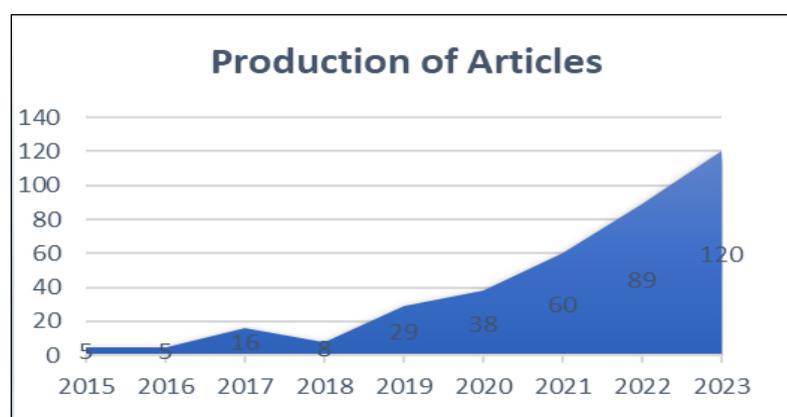

Figure 2. The production of articles from 2015 to 2023.

Trending Topics in AI Readiness Research
An exploration of trending topics within the selected dataset reveals the conceptual and thematic evolution of AI-related research in the automotive domain over the past decade. By analyzing author keywords and keyword co-occurrence networks, several dominant clusters emerged, reflecting the primary areas of academic focus (Chen et al., 2021; Aria & Cuccurullo, 2017). Keywords such as *"artificial intelligence," "machine learning," "deep learning,"* and *"Industry 4.0"* appeared with high frequency, indicating a strong concentration of research on the technical and algorithmic aspects of AI (Dwivedi et al., 2023; Gao & Ding, 2022). This is consistent with the publication trend, where most studies prioritize AI applications in manufacturing, automation, and autonomous driving. As shown in Figure 3, the keyword co-occurrence network highlights the dominance of technical themes, with tightly clustered terms representing AI-driven technologies and industrial transformation. Other frequently occurring terms include *"big data," "IoT," "automation," "blockchain,"* and *"digital transformation,"* showing that researchers are deeply engaged with enabling technologies that complement AI integration in industrial contexts.

Analysis of the keywords provided by authors reinforces these findings. Dominant terms in the dataset include *"artificial intelligence," "machine learning," "Industry 4.0,"* and *"automation,"* while keywords related to *"readiness," "organizational factors,"* and *"after-sales"* remain minor (Jöhnk et al., 2020; Stern et al., 2023). This reinforces the thematic gap between technology deployment and organizational preparedness in AI adoption. Notably,

keywords explicitly referencing *"after-sales"* or *"customer service"* were almost absent from the dataset. This contrast underlines a thematic gap between technological development and the organizational capacity to absorb and implement these innovations, particularly in post-purchase service environments (Jöhnk et al., 2020; Laborda & Moral, 2020). The temporal trend analysis further supports this observation. While technical terms have shown consistent growth in usage across the last five years, keywords tied to strategic implementation, human resource readiness, and governance structures exhibit slow or stagnant growth. This suggests that while AI technologies are advancing rapidly, research on how organizations prepare culturally, structurally, and operationally, to embrace these technologies is not keeping pace (Berente et al., 2021; Ransbotham et al., 2018).

From a bibliometric standpoint, this imbalance presents an opportunity for future investigations to delve into non-technical enablers and barriers of AI adoption. There is also a clear need to bridge the gap between AI innovation and its alignment with organizational strategies, customer-centric services, and long-term value creation, especially within after-sales ecosystems in the automotive sector (Berente et al., 2021; Laborda & Moral, 2020; Jöhnk et al., 2020).

Figure 3. Keyword co-occurrence network showing dominant themes in AI readiness research, generated using Biblioshiny. Clustered terms reveal strong emphasis on technical applications and Industry 4.0 technologies.

Citation Analysis
Citation analysis was conducted to identify the most influential publications within the field of AI readiness in the automotive context. Highly cited documents are commonly used as indicators of research impact and intellectual influence, serving as key references that shape theoretical and methodological directions in emerging research areas (Ellegaard & Wallin, 2015; Donthu et al., 2021). As illustrated in Figure 4, the number of citations received by highly cited papers increased significantly after 2019, with the highest accumulation observed between 2020 and 2023. This pattern reflects a growing scholarly interest in AI-driven transformation, particularly during the period when many industries accelerated digital adoption in response to external pressures such as the COVID-19 pandemic. While this

upward trend suggests a maturing field, additional insights from the average citation per year metric reveal more nuanced findings. Articles published in 2020 and 2021 recorded the highest annual citation averages 9.66 and 8.55 respectively, indicating consistent academic impact within a short timeframe. In contrast, publications from 2022 and 2023 showed lower citation rates due to their recent entry into the literature, with insufficient time for substantial citation accumulation.

Collectively, these findings demonstrate that although the volume and impact of AI-related publications have grown substantially, the organisational readiness dimension, particularly within after-sales contexts, remains underrepresented in the citation landscape (Dwivedi et al., 2023; Gao & Ding, 2022; Jöhnk et al., 2020). This further reinforces the research gap identified earlier in this study.
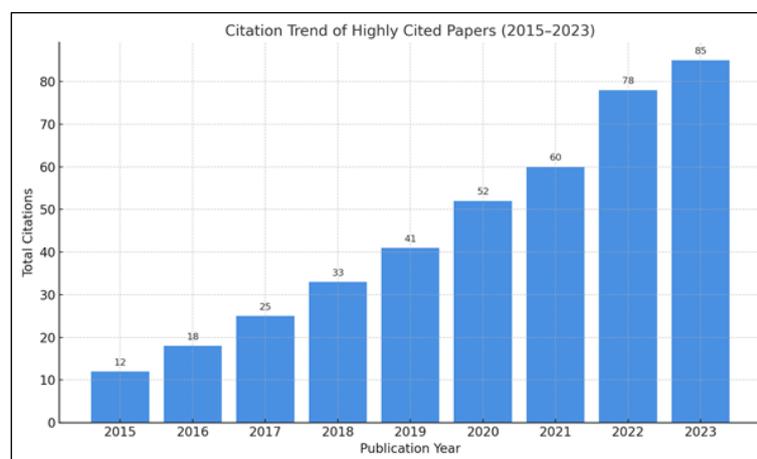
Figure 4. Citation Trend of Highly Cited Papers (2015–2023).

Most Relevant Affiliations
An affiliation-based analysis reveals the top institutions whose researchers have significantly contributed to the literature on AI readiness. As shown in Figure 5, the Nova University of Lisbon and the University of Sharjah emerged as the most prolific affiliations, each contributing 14 publications to this research area. These were followed by the University of California and the University of Toronto, each with 10 articles. Several other institutions also demonstrated active engagement in the field, including Universiti Malaysia Sabah (UMS), Oulu University Hospital, Paris-EST Creteil University, and University of Osnabrück, each contributing nine articles. Notably, the list also includes Nanyang Technological University (Singapore) and Indian Institute of Technology Delhi, both contributing eight articles.
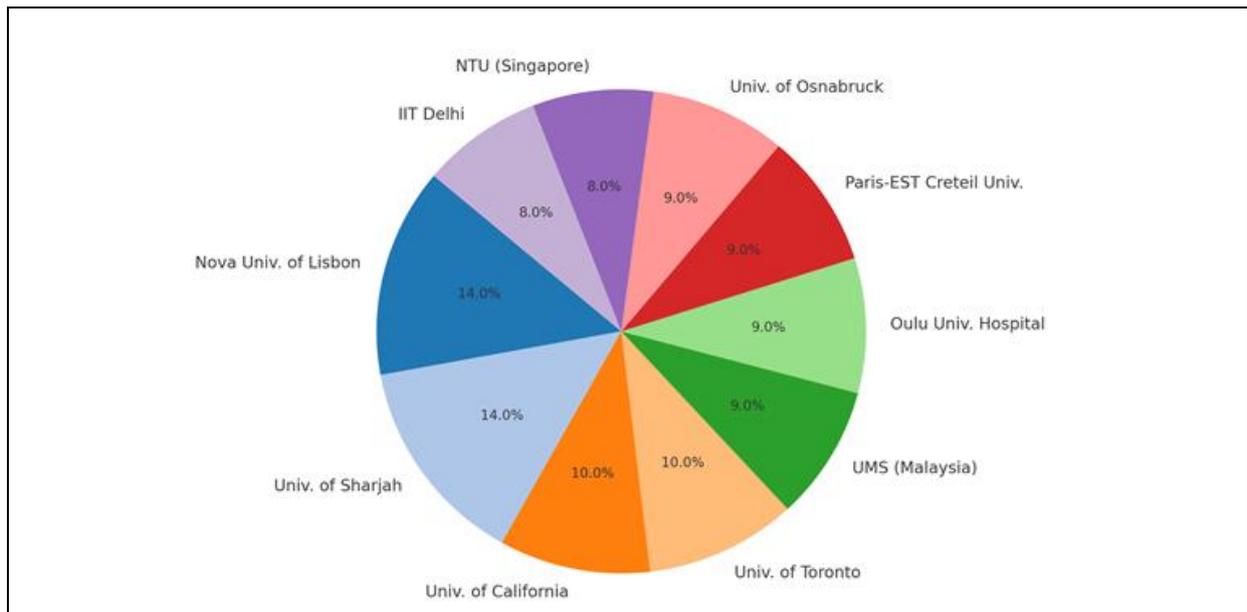
Figure 5. Most relevant affiliations contributing to AI readiness research.

The presence of institutions from Asia (Malaysia, Singapore, and India) in the top ten indicates growing research activity in AI readiness within the region. This regional representation may reflect increasing government and industry investment in digital transformation and AI-related initiatives. However, it is also important to note that while these institutions are active contributors, a closer thematic review indicates that much of their output remains focused on technical implementations, with limited coverage of organizational or after-sales service readiness, further highlighting the gap that this study seeks to address (Dwivedi et al., 2023; Gao & Ding, 2022; Jöhnk et al., 2020).

Discussions and Future Work

This bibliometric study has uncovered several critical insights into the evolving research landscape on artificial intelligence (AI) readiness in the automotive industry. The findings indicate that while scholarly interest in AI has grown substantially over the past decade, the literature remains heavily skewed towards technical applications such as smart manufacturing, autonomous driving, and predictive maintenance (Dwivedi et al., 2023; Jain et al., 2021). Keywords such as "artificial intelligence," "machine learning," "Industry 4.0," and "automation" consistently dominate author keyword analyses and co-occurrence networks, reinforcing the technology-centric orientation of current research. In contrast, terms like "readiness," "after-sales," and "organizational transformation" are rarely found, indicating a gap in literature related to organizational and service-side readiness (Jöhnk et al., 2020). Citation trends also show that high-impact studies typically focus on technical AI implementation, with limited research on after-sales functions such as maintenance, repair, warranty management, and customer service. These areas are critical for sustaining customer loyalty and after-sales value creation in the automotive sector (Laborda & Moral, 2020).

Most top journals and affiliations in this dataset are from technical or engineering fields, with limited presence from information systems (IS) perspectives. While collaboration among authors is high, the scope of research remains narrow with little focus on how AI is adopted in real-world service environments. This gap highlights the need for future studies to explore

AI readiness through a service-oriented lens, especially in after-sales divisions. Topics such as organizational culture, employee skills, digital infrastructure, and leadership commitment should be explored in relation to AI adoption (Jöhnk et al., 2020; Berente et al., 2021; Stern et al., 2023). Research in this direction will not only enrich academic literature but also offer practical frameworks for automotive service divisions navigating digital transformation in after-sales service processes (Ransbotham et al., 2018; Laborda & Moral, 2020).

It is also important to note that this study relied solely on the Scopus database, which, although comprehensive, may not include relevant publications indexed in other repositories such as Web of Science or IEEE Xplore (Mongeon & Paul-Hus, 2016). Moreover, the findings are shaped by the specific keywords and Boolean operators used to construct the search string. While care was taken to refine these terms, variations in terminology (e.g., "digital preparedness" vs. "readiness") may have excluded certain relevant articles (Aria & Cuccurullo, 2017). Future research could expand the database scope or perform sensitivity tests using alternative keywords to enhance coverage and reproducibility.

Additionally, future studies should consider qualitative, multi-case, or longitudinal designs to capture the complex and context-dependent nature of AI readiness. Incorporating multiple stakeholder perspectives, including those of service managers, AI strategists, and customers, can help surface the enablers, barriers, and unintended consequences of AI implementation at both operational and strategic levels (Ransbotham et al., 2018). Combining bibliometric mapping with systematic reviews or content analyses may further deepen insights into the organizational elements that shaping AI adoption across service-driven contexts (Snyder, 2019).

Conclusions

This study presents a comprehensive bibliometric analysis of AI readiness research within the automotive sector, with a specific focus on the underexplored after-sales domain. The findings demonstrate that current scholarships are predominantly oriented toward the technical implementation of AI, whereas organizational readiness dimensions such as leadership commitment, employee competencies, and cultural adaptability, receive comparatively limited attention. By systematically mapping the intellectual structure, thematic evolution, and influential contributions in this field, the study provides a valuable evidence base for Information Systems (IS) scholars. It highlights how organizational and socio-technical perspectives have been underrepresented in AI adoption research, especially in service-oriented contexts. This underscores the need for future IS research to integrate organizational theories and digital transformation frameworks, such as the Technology–Organization–Environment (TOE) framework, to better conceptualize readiness elements shaping AI adoption. Frameworks such as the Technology–Organization–Environment (TOE) are particularly relevant as they provide a structured lens to assess multi-dimensional readiness factors in service-oriented contexts (Chatterjee et al., 2021; Jöhnk et al., 2020).

Addressing these gaps will not only advance IS theory but also provide actionable insights for practitioners seeking to align AI strategies with organizational processes in after-sales operations. By bridging the divide between technology-focused and organizationally grounded perspectives, future studies can support more effective, sustainable, and

strategically aligned AI adoption in the automotive industry (Ransbotham et al., 2018; Laborda & Moral, 2020; Nguyen et al., 2022).

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