Systematic Review of Recent Literature on Strategic Communication

Analysis of the Scientific Production in Web of Science (2011–2020)

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Abstract

In recent years, there have been numerous studies addressing strategic communication from different angles. These have helped to better define and contextualize the object of study. The present work constitutes a systematic review of the most recent scientific output (2011–2020) on strategic communication. The main objective was to analyse that output quantitatively, to determine whether the number of publications has really grown, from which scientific fields they have originated, the most prolific authors, and the most cited works. In addition, the latest works from the field of communication are analysed, with the aim of summarizing the latest research trends on the object of study. For this reason, the analysis is limited to the works contained in the main databases of the Web of Science (WoS), as this is one of the bibliographic databases of reference. An advanced terminological search was carried out, and the results were analysed quantitatively. From that resulting population of 460 documents, a sample of 89 was extracted and subjected to a brief qualitative analysis. Among the results, there stands out that scientific production on the subject in the period studied has grown exponentially compared to previous periods. Most of the studies are published in English and originate from the fields of communication, business, and management, although, it being such a cross-sectional topic, there are 82 WoS categories represented. The authors were mainly from the USA, Spain, Germany, and England, and they published in 274 journals, with the Journal of Communication Management, Public Relations Review, and Corporate Communications standing out.

Keywords

strategic communication, systematic review, Web of Science, scientific production, strategy, organization

Introduction

In society over the last decade, strategic communication (SC) has become increasingly important in organizations of all kinds. For this reason, there has been a parallel growth of interest of the scientific community in the subject (Carrillo, 2014; Niño Benavides & Cortés Cortés, 2018). A systematic review of the literature on SC is presented here, in which the starting hypothesis is that the subject has been dealt extensively in numerous investigations which have taken different approaches. Although there have

been other literature reviews, such as the one mentioned above by Niño Benavides and Cortés Cortés (2018), the truth is that they take a transversal and qualitative approach, although in a very interesting way since they also address related topics such as corporate social responsibility or organizational theory (Niño Benavides & Cortés Cortés, 2018). A more quantitative approach is intended in the present work, with the aim of studying the number of documents produced and their main characteristics in order to test the starting hypothesis, as well as to characterize the documents retrieved. To this end, an exhaustive quantitative analysis of the population under study is carried out, investigating in which languages the studies are published, from which disciplines, the authors of the publications, their geographical locations, and which media and works are the most cited.

Although qualitative approaches abound in the other works in this book, the present research also includes an at least brief qualitative analysis of the documents found that were published in the last 3 years. The objective was to try to determine the most recent research trends represented in the works indexed in the Web of Science (WoS). But the main contribution of this research is that its focus is on a quantitative approach, providing a "snapshot" of recent studies on SC found in the main collection of the Web of Science.

Methods and First Results

The methodological approach used in this research was that of a systematic or systematized review (Codina, 2017) of the scientific production on SC. This approach, although initially used more in the field of health sciences (García Peñalvo, 2017; Grant & Booth, 2009; Mallett et al., 2012; Moher et al., 2009), is also relevant to research in the social sciences, as noted by Kelly (2015), Littell and Maynard (2014) and Victor (2008a, 2008b). There have been various studies of this type on the discipline of communication in recent years. Examples are those of Martínez-Nicolás and Saperas-Lapiedra (2016), Montero-Díaz et al. (2018), and Trabadela-Robles et al. (2020), and also works addressing specific topics such as Díaz-Campo & Segado-Boj (2017) on communication ethics, Compte-Pujol et al. (2018) on public relations and Galán Arribas et al. (2018) on radio podcasts.

With regard to the procedure, it was decided to search for the most recent works in the Web of Science since this is the reference database for research in this field. We are aware that, by limiting the search for works to those indexed in the WoS collections, other works of interest contained in other databases are left out of the analysis, so that this is a limitation of the study as is the case in any review work that does not include all existing databases.

A terminology search was performed on the Web of Science website (Clarivate Analytics) using its advanced search engine. The query "AK = (strategic AND communication)" was made, that is, the documents of the main collection of the WoS databases were searched for that included the terms "strategic" and "communication" in the keywords field (AK)¹. It was decided to search in this field and not in others, such as the titles of the works, because it is possible that the object of study is dealt with in a publication without both terms necessarily expressly appearing in the title. However, if the authors include the terms in the keywords, it is because they consider that their research is connected to a greater or lesser extent with SC.

As we wanted to confirm or refute the hypothesis that scientific production on the subject has increased significantly in recent years, a quantitative analysis of the works produced since 1994 was carried out, the year corresponding to the first results retrieved from the selected database. In this way, the number of works published annually and indexed in the WoS main collection from 1994 to 2020 was determined, resulting in the chart shown in Figure 1.

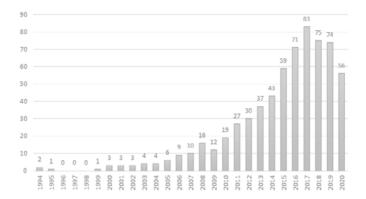


Figure 1 Papers published per year and retrieved from the WoS main collection according to the search criteria specified in methods, including all types of documents.

¹ This search key is used instead of "strategic communication" in order not to miss works of interest that introduce some other word between these two terms (for example, "strategic visual communication"). Moreover, if the search had been limited to contiguous terms, fewer results would have been obtained (300 unfiltered), leaving some relevant related work out of the analysis.

It should be clarified that the data was obtained on September 2 2020, so that the quantified production of that specific year corresponds to what had been indexed up to that moment (the first 8 months of the year), which could explain the lower number of publications compared to previous years.

Since the aim was to study the most recent scientific production, for the exhaustive quantitative analysis the review was limited to documents published in recent years, specifically from 2011 to 2020. Within the results obtained, we wished to focus the analysis on works published in an article format (both research articles in journals and book chapters). Therefore, proceedings papers (in book format or article format) and book review articles were removed from the sample. For the qualitative analysis, a subsample was drawn from the population of results, limiting this study to the works indexed in the communication category and published in 2018, 2019, and 2020.

Quantitative Analysis

The keywords search yielded a total of 555 documents, of which 31 were works published in book format (complete work or a chapter), 448 were journal articles, and 76 proceedings. Filtering the results as explained in the previous section, the final population for analysis comprised 460 documents.

Publication Language

With respect to the language in which the papers are published, although the search was in English, the research found was not published in its entirety in that language. While most of the works (401) are written in English, but there are also 35 in Spanish, six in Russian, four in Malay, three in Portuguese, two in German, two in Korean, two in Turkish, one in Afrikaans, one in Dutch, one in Italian, one in Norwegian, and one in Slovak.

WoS Categories

In order to analyse the scope of the research papers, they were quantified in accordance with the categories of the Web of Science². Documents indexed in 82 different categories were found (Table 1), indicative of the cross-cutting nature of the object of study. However, it must be clarified

² https://images.webofknowledge.com/WOKRS535R95/help/WOS/hp_subject_category_terms_tasca.html

that a document may be published in a medium associated with one or more thematic categories. The results by categories are listed in Table 1.

Table 1 Number of publications by WoS category.

WoS category	No. documents
Communication	196
Business	84
Management	42
Economics	26
Information science, library science	23
Political science	22
International relations	16
Social sciences, interdisciplinary	15
Education, educational research	12
Linguistics	10
Environmental studies	9
Hospitality, leisure, sport, tourism	8
Language, linguistics	7
Sociology	7
Psychology, applied	6
Development studies	5
Environmental sciences	5
Green, sustainable science, technology	5
Health care sciences, services	5
Humanities, multidisciplinary	5
Information systems	5
Computer science, information systems	4
Multidisciplinary sciences	4
Philosophy	4
Psychology, clinical	4
Psychology, social	4
Public administration	4
Regional, urban planning	4
Social issues	4
Behavioral sciences	3
Engineering, electrical, electronic	3
Engineering, multidisciplinary	3
Health policy, services	3

History, philosophy of science	3
Operations research, management science	3
Psychology, experimental	3
Zoology	3
Archaeology	2
Area studies	2
Art	2
Biology	2
Education, scientific disciplines	2
Engineering, industrial	2
Immunology	2
Industrial relations, labor	2
Infectious diseases	2
Mathematical methods	2
Medical informatics	2
Medicine, general, internal	2
Pharmacology, pharmacy	2
Religion	2
Social sciences, mathematical methods	2
Telecommunications	2
Water resources	2
Agricultural economics, policy	1
Biodiversity conservation	1
Computer science	1
Computer science, theory, methods	1
Energy, fuels	1
Ethics	1
Family studies	1
Finance	1
Food science, technology	1
Forestry	1
Geography	1
Geology	1
Geosciences, multidisciplinary	1
History of social sciences	1
Interdisciplinary applications	1
Mathematical, computational biology	1
Mathematics, applied	1
Mathematics, interdisciplinary applications	1

Meteorology, atmospheric sciences	1
Nursing	1
Psychology, developmental	1
Psychology, multidisciplinary	1
Public, environmental, occupational health	1
Radiology, nuclear medicine, medical imaging	1
Respiratory system	1
Social work	1
Statistics, probability	1
Transportation	1

One observes that 196 works are indexed in the communication category, which represents 42.6% of the total retrieved. This is followed by business with 84 documents (18.3%) and management with 42 (9.1%). These three categories therefore cover roughly two thirds of the total papers, thus characterizing the framework of the principal disciplines involved, and therefore the focus of most of the publications.

Source Title

In studying the sources of the works, that is, the publishers' source titles, there are 274 different journals in which documents matching the search criteria are found. Of these journals, only 29 publish three or more articles (Table 2), 27 publish two, and the other 218 have a single publication (47.4% of the total documents), which once again reflects the diversity and cross-cutting nature of the object of analysis.

Table 2 Number of publications per journal (only those that have published at least three investigations in the period analysed are included).

Source title	No. documents
Journal of Communication Management	38
Public Relations Review	35
Corporate Communications	14
Asian Journal of Communication	7
Communitas	6
Public Relations Inquiry	6
International Journal of Rusiness Communication	5

Journal of Economic Behavior, Organization	5
Journal of Economic Theory	5
Business Horizons	4
International Journal of Communication	4
Journal of Environmental Planning and Management	4
Jurnal Komunikasi-Malaysian Journal of Communication	4
Political Communication	4
Profesional de la Información	4
Revista Internacional de Relaciones Publicas	4
American Behavioral Scientist	3
Animal Behaviour	3
Communication, Sport	3
Doxa Comunicación	3
Hague Journal of Diplomacy	3
International Communication Gazette	3
International Journal of Public Administration in the Digital Age	3
Journal of Applied Communication Research	3
Journal of Political Marketing	3
Media and Communication	3
Online Journal of Communication and Media Technologies	3
Palabra Clave	3
Sustainability	3

The three journals that publish the most on the subject are: *Journal of Communication Management* (Emerald Group Publishing Ltd.), *Public Relations Review* (Elsevier Science Inc.), and *Corporate Communications* (Emerald Group Publishing Ltd.). These journals, with 87 papers, account for almost a fifth (18.9%) of the total production. The rest of the journals included in Table 2 (with three or more published works) account for 22% of the production (101 works). Finally, the 27 journals with two documents published (54 papers) represent 11.9% of the total.

Authorship

Taking the authorship of reference to be the lead author (the one who signs the research study in the first position), one observes (Table 3) that there are few authors with more than one work on the subject published in the period under analysis.

Table 3 Number of publications by the document's lead author.

Author	No. documents
Zerfass, A.	4
Besley, J. C.	3
Gutiérrez-García, E.	3
Preciado-Hoyos, A.	3
Wiesenberg, M.	3
Aggerholm, H. K.	2
Barker, R.	2
Bowen, S. A.	2
Buhmann, A.	2
Capriotti, P.	2
Ciszek, E. L.	2
Ertac, S.	2
Fahnrich, B.	2
Fernandez, L.	2
García-Carbonell, N.	2
Hagenbach, J.	2
Hoffjann, O.	2
Ihlen, O.	2
Jugo, D.	2
Mahbob, M. H.	2
Mortenius, H.	2
Neal, K. L.	2
Palmieri, R.	2
Paz, J.	2
Roennfeldt, C. F.	2
Sheremeta, R. M.	2
Siano, A.	2
Slabbert, Y.	2
Stromback, J.	2
Wiggill, M. N.	2

There are 30 authors who have published more than one article as lead author. Zerfass stands out with four publications, followed by Besley, Guti-érrez-García, Preciado-Hoyos, and Wiesenberg with three research articles each.

The Most Cited Works and Their Authors

Just as the authors who publish the most on the subject as lead authors were determined, the works that have been most cited are analysed. For this purpose, the information provided by the WoS in its section "Cited reference count" was used. Table 4 lists the most cited works (those with 100 or more citations).

Table 4 Authors and titles of the most cited works (at least 100 citations) and number of citations.

Authors	Article title	Cited reference count
Manfredi-Sánchez, J. L.	Globalization and Power: The Consolidation of International Communication as a Discipline. Review Article	241
Yu, X. Y., Chen, Y., Nguyen, B., and Zhang, W. H.	Ties With Government, Strategic Capability, and Organizational Ambidexterity: Evidence From China's Information Communication Technology Industry	172
Rahimnia, F., and Molavi, H.	A Model for Examining the Effects of Communication on Innovation Performance: Emphasis on the Intermediary Role of Strategic Decision-Making Speed	142
Walther, F., Vogt, S., and Kabst, R.	A Strategic Foresight About Future Public Service Developments From the Citizens' Perspective	138
Magen, C.	The Israeli Mossad and the Media: Historical and Theoretical Perspectives	134
Nche, G. C.	The Church Climate Action: Identifying the Barriers and the Bridges	130
Penn, D. J., and Szamado, S.	The Handicap Principle: How an Erroneous Hypothesis Became a Scientific Principle	127
Shapiro, J. M.	Special Interests and the Media: Theory and an Application to Climate Change	126
Van Aelst, P., and Walgrave, S.	Information and Arena: The Dual Function of the News Media for Political Elites	126
Mavis, C. P., Richter, A., Landau, C., Schmidt, S. L., Simons, T., and Steinbock, K.	What Happens When Companies (Don't) Do What They Said They Would? Stock Market Reactions to Strategic Integrity	124
Crawford, V. P.	Experiments on Cognition, Communication, Coordination, and Cooperation in Relationships	120
Metz, P.	Distances, Multinational Organisational Learning, and Firm Performance: A New Perspective	117
Hoffmann, C. P., Tietz, S., and Hammann, K.	Investor Relations – A Systematic Literature Review	113

Goransson, K., and Fager-holm, A. S.	Towards Visual Strategic Communications: An Innovative Interdisciplinary Perspective on Visual Dimensions Within the Strategic Communications Field	111
Seiffert-Brockmann, J., and Thummes, K.	Self-Deception in Public Relations. A Psychological and Sociological Approach to the Challenge of Conflicting Expectations	111
Zheng, B. W., Bi, G. B., Liu, H. F., and Lowry, P. B.	Corporate Crisis Management on Social Media: A Morality Violations Perspective	111
Angwin, D. N., Mellahi, K. Gomes, E., and Peter, E.	How Communication Approaches Impact Mergers and Acquisitions Outcomes	109
Christensen, E., and Christensen, L. T.	Dialogics of Strategic Communication: Embracing Conflict- ing Logics in an Emerging Field	107
Navarro, C., Moreno, A., and Zerfass, A.	Mastering the Dialogic Tools Social Media Use And Perceptions of Public Relations Practitioners in Latin America	107
Kim, Y.	Enhancing Employee Communication Behaviors for Sensemaking and Sensegiving in Crisis Situations: Strategic Management Approach for Effective Internal Crisis Com- munication	106
Pang, A., Lwin, M. O., Ng, C. S. M., Ong, Y. K., Chau, S. R. W. C., and Yeow, K. P. S.	Utilization of CSR to Build Organizations' Corporate Image in Asia: Need for an Integrative Approach	106
García-Carbonell, N., Martín-Alcázar, F., and Sánchez-Gardey, G.	The Views of Spanish HR Managers on the Role of Internal Communication in Translating HR Strategies Into HRM Systems	105
Bowen, S. A., Hung-Baesecke, C. J. F., and Chen, Y. R. R.	Ethics as a Precursor to Organization-Public Relationships: Building Trust Before and During the OPR Model	104
Men, L.R., Ji, Y.G. and Chen, Z.F.	Dialogues With Entrepreneurs in China: How Start-Up Companies Cultivate Relationships With Strategic Publics	103
Spee, A.P. and Jarzabkowski, P.	Strategic Planning as Communicative Process	103
Dimitrov, R.	Communicating off the Record	102
Kim, S.	Strategic Predisposition in Communication Management: Understanding Organizational Propensity Towards Bridging strategy	101
Kohler, K., and Zerfass, A.	Communicating the Corporate Strategy: An International Benchmark Study in the UK, the USA, and Germany	100
Schafer, M. S., and Fahnrich, B.	Communicating Science in Organizational Contexts: Toward an Organizational Turn in Science Communication Research	100
Wu, S. J., and Raghupathi, W.	The Strategic Association Between Information and Communication Technologies and Sustainability: A Country-Level Study	100

From the 30 most cited works listed in the table, it can be seen that there is no direct relationship between the number of works published by an author and the number of citations. The most cited works correspond to authors who have a single work as lead author, as is the case of the three-top ranked in citations, those of Manfredi-Sánchez (2020), Rahimnia and Molavi (2020) and Yu et al. (2014). One notices that, for example, Zerfass appears in the list, but not as a lead author.

Geographical Location

Regarding the countries of origin of the publications, again the lead author is taken into consideration, so that the geographical location of that author's affiliation and address are used as they appear in the WoS registry. Of the 460 documents found, one is not signed by any author, and is therefore not included in the quantification of the research studies by country of origin. Table 5 presents the distribution of the remaining 459 documents.

Table 5 Scientific production by country of origin (lead author's affiliation).

Country	No. documents
United States of America	110
Spain	43
Germany	36
England	28
South Africa	21
Sweden	18
Denmark	12
Netherlands, People's Republic of China	11
Canada, Italy	9
Belgium	8
Colombia, Norway, Russia	7
Australia, Austria, Ecuador, Malaysia, Singapore, Switzerland, Turkey	6
South Korea	5
Brazil, Hungary, Iran, Slovenia	4
Croatia, India, New Zealand, Serbia, Taiwan	3
Bolivia, Czech Republic, Finland, France, Israel, Kuwait, Mexico, Poland, Portugal, United Arab Emirates, Ukraine, Venezuela	2
Argentina, Chile, Cuba, Cyprus, Estonia, Ethiopia, Indonesia, Ireland, Japan, Jordan, Lebanon, Morocco, Nigeria, Qatar, Romania, Saudi Arabia, Scotland, Thailand, Trinidad and Tobago, Wales	1

One observes that the country with the highest output is the USA with 110 documents, which represents almost a quarter (24%) of global production. There follows Spain with 43 documents (9.4%), Germany with 36 (7.8%), England with 28 (6.1%), and South Africa with 21 (4.6%).

By geographic region, there is a large core of production in North America (USA, Canada, Mexico) with a total of 121 documents. The other major source of production (more segmented) is in Europe, mainly in Spain, Germany, England, The Netherlands, Italy, Belgium, Russia, and the Scandinavian countries (181 documents), as well as other relevant European nations. In Africa, the production of South Africa (21 publications) stands out. In Asia, the productions of China, Malaysia, Singapore, Turkey, South Korea, and Iran stand out (38 publications). In Oceania, Australia and New Zealand account for 9 publications which does not represent any very major volume of research on the object of study in that region. Finally, it is worth mentioning the production of South American countries, including Ecuador, Brazil, Bolivia, Venezuela, Argentina, Chile, and Cuba (17 studies).

Brief Qualitative Analysis

Of the 196 works in the communication category, the qualitative analysis was limited to the most recent, in particular, those published in 2018, 2019, and 2020 (up to the aforementioned search date). This meant that a total of 89 documents are analysed.

It was observed that there are works on different topics and applying different methodological approaches. One could highlight the following as the thematic lines of interest in these recent years:

- Research that continues to focus on the importance of SC of all kinds within any organization, or on the definition of the concept itself and its characteristics (for example, Andersson, 2020; Castello-Martínez, 2019; Goransson & Fagerholm, 2018; Gutiérrez-García & Recalde, 2018).
- Works with a focus on technological or novel aspects related to communication management. This is the case, for example, of research on big data (Miquel Segarra & Aced Toledano, 2020; Wiesenberg & Moreno, 2020), on artificial intelligence (Zerfass et al., 2020), or on social media (Capriotti & Zeler, 2020; Fähnrich et al., 2020; Gil Ramírez et al., 2020; Navarro et al., 2018; Negrete-Huelga & Rivera-Magos, 2018).

- Publications on the object of study applied not only to firms or institutions, but also to other entities such as non-governmental organizations or associations (Fröhlich & Jungblut, 2018; Fu, 2019; Harrison, 2019; Ongenaert, 2019).
- And also, literature or systematic reviews on certain related concepts, such as SC in international communication (Manfredi-Sánchez, 2020), on the ecosystem of start-ups and how they face the key challenges of this type of communication (Wiesenberg et al., 2020), or on the evolution of public relations (García-Nieto et al., 2020).

Although very diverse methods and techniques are used in these research studies, qualitative studies predominate over quantitative ones, and questionnaires and semi-structured interviews predominate as the techniques used, with content analysis also frequently being applied. There are numerous single case studies (Hansson, 2018; Torres-Mancera & De las Heras-Pedrosa, 2018; Vazquez Bonne & Saldrigas Medina, 2019; Yue, 2019) and various multiple case studies (Coll Rubio, 2019; Galarza Fernández et al., 2020; Hearit, 2018; Köhler & Zerfass, 2019).

It must be said, however, that everything mentioned corresponds to what is usual in social sciences research, with the methods and techniques observed in the sample corresponding to what one would expect of research on SC within the general framework of social sciences.

Conclusions

In relation to the initial hypothesis about the increase in scientific production dealing with the object of analysis, there was indeed a considerable growth in publications on the subject during the period of analysis (2011-2020) with a total of 555 works³, whereas in the previous 10 years (2001-2010) 86 works were published, and before that (1994-2000), which is when publications began on the subject, there are only seven records in the database. Undoubtedly, this is a reflection of the transfer of the growing importance of SC in all areas of society to the interest of the scientific community. In addition, there may be other reasons for this growth such as, for example, the considerable increase in the number of journals incorporated into the database that was studied.

³All these data are from the unfiltered results according to their type (hence the 555 initial records do not coincide with the 460 studied in the reference period of this research, as explained at the beginning of Section Quantitative Analysis).

With regard to the objective of making a quantitative analysis of the 460 documents found, this was carried out satisfactorily.

For the language of the texts, it was to be expected that most of the works would be in English, and this was the case. But there were also a not inconsiderable number of investigations written in Spanish (7.6%) and other languages (5.2%), which is related to the disparity in the origin of the publications. In this sense, there is confirmation of the interest of scientific communication about SC, as well as the cross-cutting nature of the subject since there are documents in publications indexed under 82 WoS categories. Among these, communication stands out, but also others related to firms and institutions (business, management, and economics), as well as to information (information science and library science) and political and public relations (political science and international relations). It was also observed that the journals which publish most studies on the subject are those related to the aforementioned disciplines: *Journal of Communication Management*, *Public Relations Review*, and *Corporate Communications*, corresponding to publishers of great scientific prestige.

In relation to the authorship (the lead authors), there are not many authors who publish much on the subject, although perhaps the period of analysis is not long enough for any such tendency to have become evident. Furthermore, as has been confirmed in other studies, the number of works of a lead author is not related to a higher citation rate. Indeed, the most cited works of those analysed correspond to authors with a single work among the documents retrieved, as in the cases of Manfredi-Sánchez or Rahimnia, with in both cases it being striking that the corresponding publications are very recent and, at the time of the study (just a few months after publication), they have already been highly cited.

There is a predominance of studies by lead authors based in the USA and Europe (mainly in Spain, Germany, and England, although also in other countries). This pattern of origins of the production on the subject under study is similar to that found in previous studies on the discipline of communication as a whole (Trabadela-Robles et al., 2020), including in the existence of other nodes of production such as the Pacific region (Asia and Oceania), South Africa, and Latin America. With regard to the greatest impact of the production, the most cited works come from, among others, Spain (Manfredi-Sánchez), China (Yu), Iran (Rahimnia), Germany (Walther), Israel (Magen), and South Africa (Nche). Except for the case of the USA, this coincides with the countries that have the highest output.

With respect to the goal of making a brief qualitative analysis of the documents retrieved, although it was not a primary objective, it can be concluded that there are some clear thematic lines as were described and exemplified in the previous section. They are summarized in studies whose focus is on advancing in the definition and characterization of SC, on the evolution of technology and media (artificial intelligence, big data, and social media), and on the application of SC by "new" actors such as non-governmental organizations, as well as review papers on SC-related concepts.

In short, research on SC has increased significantly in recent years. Also, given that the results of the quantitative study show that SC is being approached from very diverse fields, everything indicates that it will continue to be of interest to the scientific community in the coming years.

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A way of doing Europe

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