

Strategic Management Research Trends In The Creative Industries: A Bibliometric Approach

Andy Suryani^{1*}, Nurzaitu Afia², Vervasia Yohana Delima³, Ridwan Harun⁴

¹Digital Business Study Program, FSB, University of Muhammadiyah Maumere Indonesia

^{2,3,4}Student of Digital Business Study Program, FSB, University of Muhammadiyah Maumere

*Correspondence: andysuryani97@gmail.com

Abstrak

The creative industry plays an important role in the global economy and is growing rapidly, especially in the digital era which is characterized by technological advancements and innovation. This study aims to analyze research trends in strategy management in the creative industry using a bibliometric approach. This approach allows for the exploration of publication patterns, collaborations, and research dynamics over time. Using VOSviewer software, the study identified 229 selected publications from the Dimensions database with the keywords "Strategic Management" and "Creative Industries" in the period 2016-2025. The results of the analysis show fluctuations in the number of publications, with a significant spike in 2024. The study also highlights the key countries that contributed to this publication, including the United Kingdom, China, and Russia, as well as the institutions involved such as the Politecnico di Milano and the Pontifical Catholic University of Peru. These findings provide an in-depth overview of key topics and provide insights for researchers and practitioners in developing more effective and innovative strategies in the creative industries.

Keywords: Bibliometrics; Strategic Management; Creative Industries

INTRODUCTION

The creative industry has become one of the fastest-growing economic sectors and plays an important role in the global economy (Wahyudi et al., 2024). In this digital era, creativity and innovation are the keys to creating added value and sustainable competitiveness (Suriani et al., 2024). The creative industries encompass fields such as art, design, film, music, and digital media, all of which are driven by new ideas and advanced technologies (Mere et al., 2023).

In recent years, research trends in the creative industry have fluctuated (Dimensions AI, 2025). It can be seen in Figure 1 that there is a decrease in the number of publications related to strategic management every year. The decline occurred in 2018-2019, 2022-2023, and 2024-2025. The research focuses on various aspects, including business strategy, innovation models, resource management, creative, and the impact of digital technology (Abduh et al., 2024). Then research on strategy management in the creative industry continues to grow, with various approaches used to understand the dynamics and challenges faced.

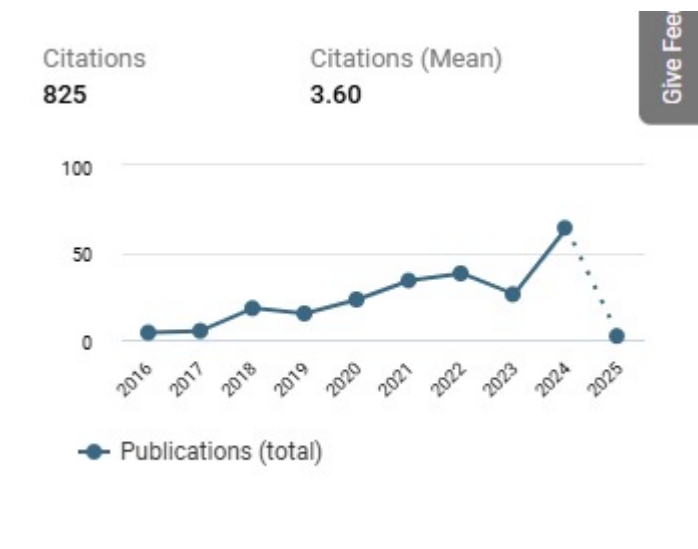


Figure 1. Graph of the increase in the number of *strategic management publications* (2016-2025)
Source: (Dimensions AI, 2025)

One of the methods widely used in this analysis is the bibliometric approach (Sanjaya et al., 2024). This approach allows researchers to explore publication patterns, collaborations, as well as research trends over time, providing in-depth insights into how strategy management is applied to be studied in the creative industries (Kraus et al., 2022).

Through a bibliometric approach, researchers can identify key themes, influential authors, and journals that are central to discussion on this topic (Rao & Shukla, 2023). This approach also helps in understanding the development of the literature as well as identifying existing research gaps, which can be the basis for further study (Bahtiar et al., 2021). This research aims to provide a comprehensive overview of strategy management research trends in the creative industry, as well as provide guidance for researchers and practitioners in developing more effective and innovative strategies.

RESEARCH METHOD

This study aims to analyze scientific publications related to strategic management in the creative industries and visualize the results.

1. Research Design

This study uses a visualization and bibliometric analysis approach. As a quantitative method, bibliometric analysis is carried out through evaluative and descriptive approaches to describe the trends and characteristics of the analyzed publications (Rahim et al., 2022; Hasniati et al., 2023). Bibliometric visualization is applied to display structures and patterns within a specific research area (Ruiz-Pérez et al., 2023).

2. Research Subject

The research sample consisted of 229 publications obtained through Dimensions with the keywords "*Strategic Management*" and "*Creative industries*". Publications only come from articles.

3. Research Indicators

The published analyses cover the last 10-year period (2016-2025) using the VOSviewer software. Visualization is carried out through three forms of display, namely network visualization, overlay visualization, and density visualization. The indicators are by paying attention to the number of publications, the number of

citations, and the total strength of the links between the objects displayed (Karim et al., 2021; Karim et al., 2023).

4. Research Procedure

This study collects metadata from the Dimensions database over the last 10 years (2016–2025) related to *Strategic Management in Creative Industries*. To analyze, visualize and evaluate the collected publication information, VOSviewer software is used. The analysis includes aspects such as: bibliographic pairs of authors, countries, institutions, journals and co-occurrences of author keywords. (Eck & Waltman, 2017; Orduña-Malea & Costas, 2021a, 2021b; Oyewola & Dada, 2022; Sovacool et al., 2022) VOSviewer is a tool designed to visualize a network of terms that are often used in a research field. The software is widely utilized in bibliometric analysis due to its ability to produce clear and informative visualizations (Abdinova et al., 2024). In addition, VOSviewer can be used to analyze the evolution of a particular field based on the general terms that appear (Guleria & Kaur, 2021; Huang et al., 2022). According to Dewi, Widodo, Rochintaniawati, & Prima (2021), there are five stages in conducting bibliometric analysis.

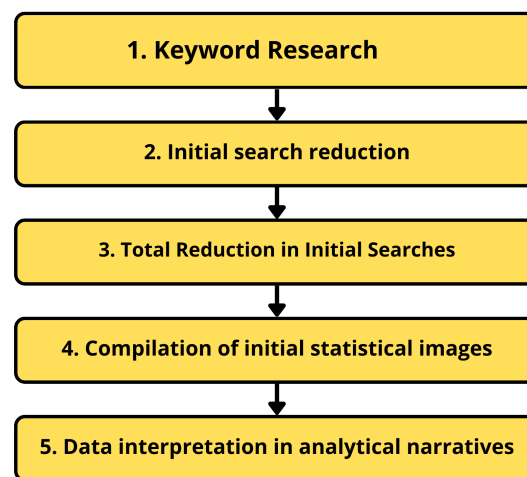


Figure 2. Stages of Bibliometric Analysis Method
Source: (Muhammad et al., 2022)

In Figure 2, there are five stages in the bibliometric analysis method, namely, 1) keyword investigation or determining keywords: before taking data, the researcher focuses on keywords in *strategic management in the creative industries*; 2) initial search reduction: classifying or grouping searches that only focus on predetermined keywords, in this case the researcher uses *database dimensions* to search for articles by keyword; 3) reduction in the total initial search: manual selection for all search results, in this case the researcher uses the VOSviewer application to determine the threshold as needed, 4) compilation of initial statistical images: grouping the data as a topic description, such as compiling the results of visualization on country bibliographic pairs, institutional bibliographic pairs, journal bibliographic pairs, publication bibliographic pairs, author bibliographic pairs, and co-occurrence of keywords writer; 5) Data Interpretation in Analytical Narrative: Explanation of research findings based on the results of the selection, data interpretation is carried out with the VOSviewer application. VOSviewer visualizations provide data representation in the form of variable maps related to keywords and have opportunities to be developed.

5. Data Analysis Techniques

The data analysis technique used is in a deductive way by starting from general findings to more specific findings, such as: country bibliographic pairs, institutional bibliographic pairs, journal bibliographic pairs, publication bibliographic pairs, author bibliographic pairs, and co-occurrence of author keywords, so that readers follow the information provided starting from general to more specific information (Donthu et al., 2021; Daga et al., 2024).

RESULT AND DISCUSSION

1. Result

The author researcher presents the results of the analysis with a deductive approach. This approach is applied in bibliometric analysis, where the presentation starts from general findings to more specific ones (Wahyuni et al., 2022). Examples include bibliographic pairs based on countries, institutions, journals, publications, and authors, to analysis of the emergence with author keywords. With this method, the reader can systematically follow the flow of information from a broader concept to more in-depth details (Sneegas et al., 2021).

Initially, there were 504 publications in the dimension database published related to *strategic management* in the field of *creative industries*. However, after the researcher narrowed the keyword to *strategic management in the creative industries*, the publications in the dimensions database became 229 publications. As shown in the table below.

Table 1. Number of publications on *Strategic Management* in Creative Industries (2016-2025)

No.	Year of Publication	Number of Publications
1.	2025	2
2.	2024	64
3.	2023	26
4.	2022	38
5.	2021	34
6.	2020	23
7.	2019	15
8.	2018	18
9.	2017	5
10.	2016	4
	Total	229

Source: (Dimensions AI, 2025)

Table 1 shows the trend in the number of publications related to *strategic management* in the *creative industries* during the period 2016-2025. Based on the data, the number of publications experienced fluctuations with a significant increase in 2024, which recorded 64 publications with the highest number in a decade. The years 2022 and 2023 also show quite high research activity with 38 and 26 publications, respectively. In contrast, the number of publications was lower in the early years, such as 2016 and 2017, with only 4 and 5 publications. Until 2025, the total number of publications will reach 229.

2. Country Bibliographic Pairs

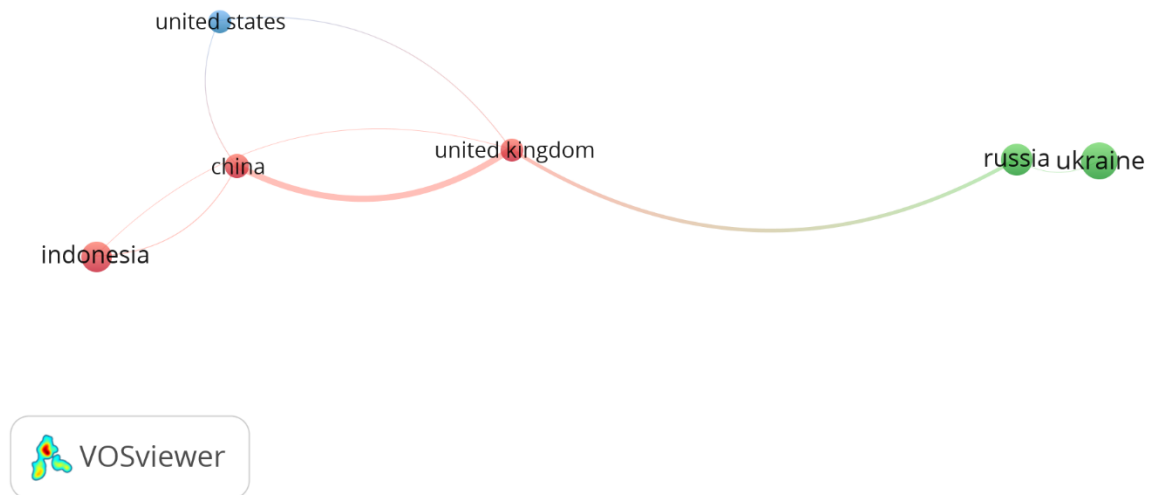


Figure 3. Network Visualization of Country Bibliographic Pairs
Source: (VOSviewer, 2025a)

Bibliographic pairs by country can be seen in Figure 3, which is visualized in the form of a network. At this stage, the researcher sets a threshold with a minimum number of publications from a country of five publications. Of the 41 countries analyzed, there are seven countries that meet this threshold. In terms of total link strength, *the United Kingdom* ranks first with a total link strength of 158, as many as 104 citations, and 7 publications. The second position is occupied by *China* with a total link strength of 118, as many as 79 citations, and 8 publications. Meanwhile, *Russia* ranks third with a total link strength of 42, as many as 89 citations, and 14 publications.

In terms of the number of citations, the *United Kingdom* occupies the highest position with 104 citations. However, when viewed from the number of publications, *Ukraine* ranks first with 18 publications. The following are the countries that met the threshold along with the total number of link strength, citations, and publications: *United States* (4 total link strength, 82 citations, 7 publications); *Indonesia* (3 total link strength, 42 citations, 13 publications); *Ukraine* (1 total link strength, 19 citations, 18 publications); *Brazil* (0 total link strength, 6 citations, 7 publications).

In Figure 3, the color difference shows the division of different clusters or groups, which is based on the intensity of relations between countries. The first cluster, which is the largest group, consists of *China*, *Indonesia*, and *the United Kingdom*. The second cluster includes *Russia* and *Ukraine*. Meanwhile, the third cluster consists of *the United States*.

3. Bibliography Pairs of Institutions

The Institution Bibliographic pairs are shown in Figure 4 using overlay visualizations. In this stage, the researcher sets a minimum publication threshold for an institution of two publications. Of the 188 institutions analyzed, only seven met the threshold.

Based on total link strength, *Politecnico di Milano* ranks first with a total link strength of 2, a total of 33 citations, and two publications. The second place is occupied by the *Pontifical Catholic University of Peru* with a total link strength of 2, no citations, and two publications. Furthermore, the list of institutions with the number of publications that meet the threshold is as follows (in format: total link strength, number of citations, number of publications): [See Note] (0, 22, 2), *Lomonosov Moscow*

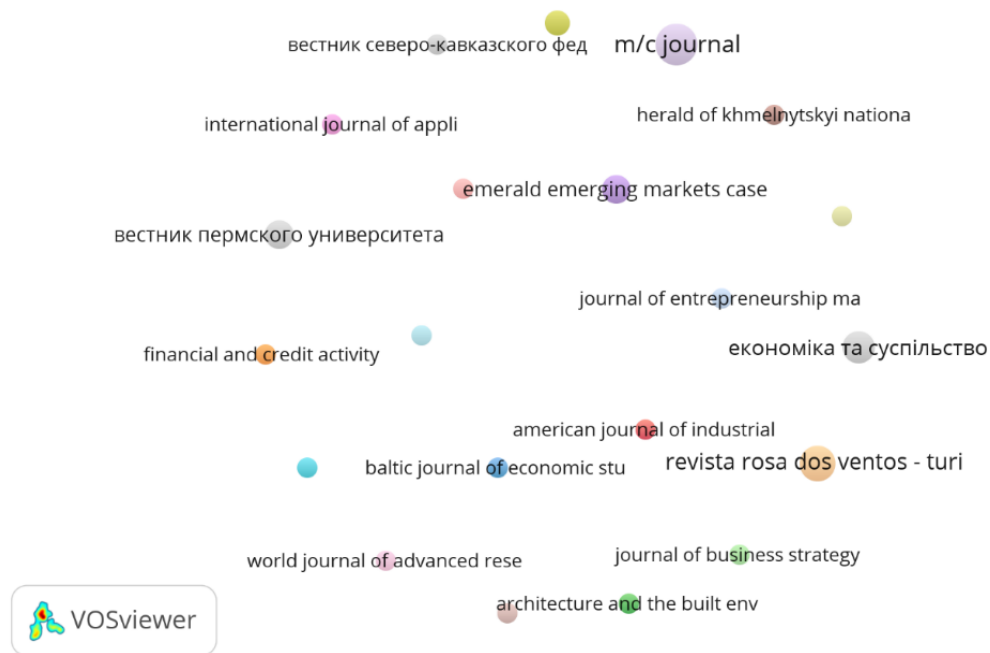


Figure 5. Density Visualization of Journal Bibliographic Pairs
Sumber:(VOSViewer, 2025a)

The yellow color indicates the density of a journal. The color that changes to a deep yellow color indicates more publications in the journal concerned. The researcher uses the threshold at this stage, which is that the minimum number of publications from a journal is 2 publications that have been cited as many as 2. Of the 190 journals, only 21 journals met the threshold.

Verify selected sources				
Selected	Source	Documents	Citations	Total link strength ▼
<input checked="" type="checkbox"/>	american journal of industrial and busi...	2	9	0
<input checked="" type="checkbox"/>	architecture and the built environment	2	0	0
<input checked="" type="checkbox"/>	baltic journal of economic studies	2	7	0
<input checked="" type="checkbox"/>	economic scope	3	1	0
<input checked="" type="checkbox"/>	emerald emerging markets case studies	4	8	0
<input checked="" type="checkbox"/>	f1000research	2	0	0
<input checked="" type="checkbox"/>	financial and credit activity problems ...	2	1	0
<input checked="" type="checkbox"/>	herald of khmelnytskyi national univer...	2	3	0
<input checked="" type="checkbox"/>	international journal of applied researc...	2	4	0
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<input checked="" type="checkbox"/>	journal of business strategy	2	10	0
<input checked="" type="checkbox"/>	journal of entrepreneurship managem...	2	4	0
<input checked="" type="checkbox"/>	journal of the international aids society	2	22	0
<input checked="" type="checkbox"/>	m/c journal	8	27	0
<input checked="" type="checkbox"/>	modeling the development of the eco...	2	0	0
<input checked="" type="checkbox"/>	revista rosa dos ventos - turismo e hos...	6	12	0
<input checked="" type="checkbox"/>	scientific journal "library science recor...	2	0	0
<input checked="" type="checkbox"/>	world journal of advanced research an...	2	8	0
<input checked="" type="checkbox"/>	вестник пермского университета се...	4	4	0
<input checked="" type="checkbox"/>	вестник северо-кавказского федера...	2	0	0

Figure 6. Results of Bibliographic Analysis
Source: (VOSViewer, 2025a)

Based on the results of bibliographic analysis, m/c journal became the journal with the highest number of citations, namely 27 citations from 8 published documents. The next most cited journal is the journal of the international aid's society, which has 22 citations from 2 documents. Furthermore, Revista Rosa dos Ventos - Turismo e Hospitalidade obtained 12 citations from 6 documents, followed by Journal of Business Strategy which had 10 citations from 2 documents.

Meanwhile, when viewed from the number of documents published, emerald emerging markets case studies has the highest number of publications with 4 documents and 8 citations. Moreover, вестник пермского университета (Perm University Bulletin) It also has 4 documents, albeit with a smaller number of citations, which is 4 citations. This analysis shows that although some journals have a larger number of documents, the rate of citations received may vary depending on the relevance and impact of the publication within the academic community.

5. Publication Bibliographic Pairs

The bibliographic pairs of publications are shown in figure 7 shown with the Network Visualization. The researcher uses the threshold at this stage, which is the minimum number of citations from a publication is 24. Of the 229 publications, only 10 publications met the threshold. Eriksson (2020) ranks first with 106 citations, in second place is Shvarts (2016) with 53 citations, followed by Kianto (2018), Latilla (2019), Penarroya-farell (2022), Borissova (2018), Yang (2020), Lepkowska-white (2019), Pace (2023), Fernandes (2017).

One of the publications that meets the threshold is Lepkowska-white (2019) explored how small independent restaurants in the U.S. manage social media, showing that most focus on promotional activities without using social media strategically or creatively (Karim et al., 2025). The research highlights the importance for small restaurants to adopt a more structured, creative, and integrated social media strategy to better engage customers and improve operations.

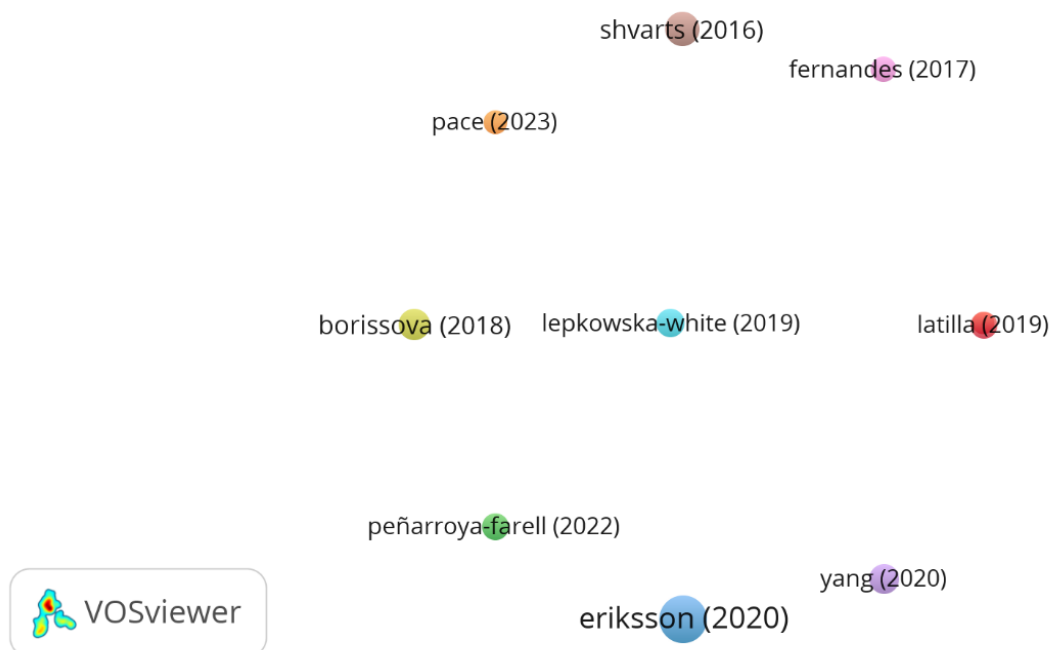


Figure 7. Network Visualization of Publication Bibliographic Pairs
Source: (VOSviewer, 2025b)

6. Author Bibliography Pairs

In figure 8 Shown with Overlay Visualization. The researcher uses the threshold at this stage, which is the minimum number of publications from an author is 2. Out of 521 publications, only 10 authors met the threshold. Latifah, Umi ranked first with 124 total link strength, 0 citations, 2 publications. Then in succession, namely, Manuel Bram, Rismayani, Risris, Pihlak, Ulle, Sassi, Marge, Ejibe, Irunna, Nwankwo, Ekene ezinwa, Fazlagic, Jan, Loopesko, Windham, Szulczewska- rumi, Aleksandra.

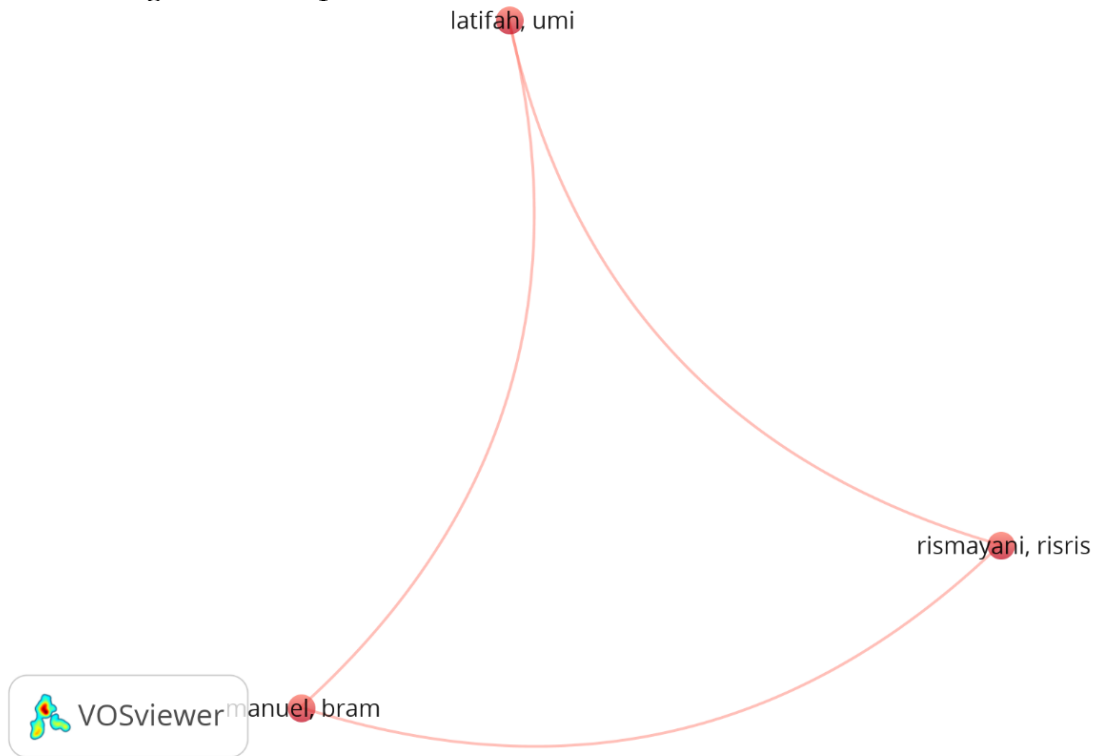


Figure 8. Overlay Visualization of Author Bibliographic Pairs
Source: (VOSViewer, 2025b)

7. Discussion

Based on the results of the network visualization using VOSviewer, the country bibliographic pairs showed that only seven countries out of a total of 41 met the threshold of at least five publications. In terms of total link strength, the United Kingdom ranks first with a total of 158 link strengths, 104 citations, and 7 publications. China ranks second with a total of 118 link strengths, 79 citations, and 8 publications. Meanwhile, Russia is in third place with a total of 42 link powers, 89 citations, and 14 publications. In terms of the number of citations, the United Kingdom is the highest with 104 citations, while in the number of publications, Ukraine occupies the first position with 18 publications. Other countries that meet the threshold are the United States, Indonesia, Ukraine, and Brazil, with varying amounts of citations and publications (Suriyani et al., 2023). The visualization displayed also shows the existence of country clustering based on the intensity of the relationship. The largest cluster consists of China, Indonesia, and the United Kingdom, the second cluster consists of Russia and Ukraine, and the third cluster consists only of the United States.

In the analysis of the institution's bibliographic pairs, the researcher used a minimum threshold of two publications. Of the 188 institutions involved in the study, only seven met this criterion. Politecnico Di Milano ranks first with a total of 2 link strengths, 33 citations, and 2 publications. It was followed by the Pontifical Catholic University of Peru with the same number of publications but without citations. Other

institutions included in the list are See Note, Lomonosov Moscow State University, University of Brawijaya, and University of Florida with a minimum number of publications of two but with variations in the number of citations and the strength of links. The overlay visualization used shows the color variation from blue to yellow, where the yellow color represents the most recent publication. Some of the universities with the latest publications related to Strategic Management in Creative Industry include Indonesia University of Education, University of Technology Malaysia, Brigham Young University, State University of Padang, Chitkara University, and Yogyakarta State University.

In this analysis, the researcher set a minimum threshold of two publications that have been cited twice. Of the total 190 journals analyzed, only 21 journals met these criteria. Density visualization is used to describe publication density, where a solid yellow color indicates a journal with more publications. This analysis resulted in 21 different journal clusters, although the journals included in the cluster were not specifically described. However, this method helps in identifying the journals with the highest level of publication density.

In the bibliographic pair category of publications, the researcher uses a minimum threshold of 24 citations for a publication. Of the 229 publications analyzed, only 10 met the threshold. The publication with the highest number of citations is Eriksson (2020) with 106 citations, followed by Shvarts (2016) with 53 citations. Other publications that meet the threshold include works from Kianto (2018), Latilla (2019), Penarroya-Farell (2022), Borissova (2018), Yang (2020), Lepkowska-White (2019), Pace (2023), and Fernandes (2017). The network visualization used illustrates the relationship between publications based on the number of citations received. The analysis of author bibliographic pairs uses a minimum threshold of two publications per author (Karim et al., 2024). Of the 521 publications analyzed, only 10 authors met these criteria. The authors with the highest total link strength are Latifah, Umi with 124 total link strength, 0 citations, and 2 publications. Other authors included Manuel Bram, Rismayani, Risris, Pihlak Ulle, Sassi Marge, Ejibe Irunna, Nwankwo Ekene Ezinwa, Fazlagic Jan, Loopesko Windham, and Szulczewska-Remi Aleksandra. The overlay visualization used shows the interconnectedness between authors based on the number of publications and the total link strength they have.

CONCLUSION

In this Based on the results and discussions, conclusions were obtained, namely, the United Kingdom and Ukraine (based on the Country Bibliographic pair), m/c journal (based on the Journal Bibliographic pair), Eriksson Publication (2020) (based on the Publication Bibliographic pair), and Latifah, umi (based on the Author's Bibliographic pair) are the most influential in the field of *Strategic Management in Creative Industries*. The Bibliometric approach is a keyword that often appears in this field. This means that this is a gap that can allow writers, readers, and researchers in this field to conduct further research. Therefore, for further research, it is recommended to discuss this field and also in other fields.

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