

# Strategic communication: Analysis of its research trends

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## ABSTRACT

**Objective.** This study aimed to identify the primary research trends in strategic communication.

**Design/Methodology/Approach.** This study was conceived using a quantitative, descriptive methodology based on bibliometric methods. A sample was selected from the Scopus database, and bibliometric indicators were calculated to identify the primary topics in strategic communication studies.

**Results/Discussion.** The results demonstrated that this field of research and application is constantly evolving and showing an upward trajectory in scientific productivity. Clear delineations are evident in co-authorship and scientific collaboration, enabling the formation of ten clusters related to crisis management, decision-making, and the challenges these processes face in digital environments. There has been significant growth in strategic communication research, especially since 2000; however, the impact on citations per year has been inconsistent. Nevertheless, the overall average number of citations per paper remains high. Topics that have gained relevance focus on social networks, health issues and prevention, crisis communication, legitimacy, and the role of strategic communication in the post-pandemic context.

**Conclusions.** The findings suggest an exponential increase in scientific output, particularly after 2000. There is also significant variability in scientific impact, with scattered peaks in years with few publications.

**Keywords:** strategic communication; bibliometric analysis; research trends; Scopus; bibliometric indicators.

## 1. INTRODUCTION

STRATEGIC communication is the collection of strategies and tactics that an organization uses to convey messages and achieve specific objectives. It is an ever-evolving field that has gained significance in a globalized, digitized, and highly interconnected world. It integrates theoretical and practical aspects to create, execute, and evaluate messages and

communication actions that influence specific audiences, build meaningful relationships, and attain organizational and social goals. Unlike traditional approaches, strategic communication is characterized by its proactive nature, rooted in research, data analysis, and adaptation to shifting contexts. Its methodology emphasizes aligning messages with an entity's

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overall objectives, utilizing tools and strategies informed by research and analysis.

Thus, strategic communication can be defined as a planned, systematic process that uses communication to achieve the specific objectives of an organization, institution, or individual. This approach generates coherent and compelling messages that influence stakeholders and contribute to achieving organizational goals. Strategic communication is an interdisciplinary field that has gained relevance in recent decades due to its impact on organizational, governmental, brand, and social movement management. Strategic communication is conceptualized as the planning, implementation, and evaluation of communication messages and actions to influence audiences, build meaningful relationships, and achieve organizational or social goals (Hallahan, 2007).

Strategic communication draws on knowledge from various disciplines, including marketing, public relations, sociology, psychology, and political science. This diversity of perspectives enables us to tackle complex problems from multiple angles. In an era of hyperconnectivity and media saturation, strategic communication is an essential tool for managing reputation, building trust, and responding effectively to crises. Alghasi and Falkheimer (2024) describe it as a deliberate, organized, and objective-driven process in complex social contexts where individuals, organizations, and institutions aim to influence, persuade, or foster mutual understanding with particular audiences. Strategic communication is not merely a function tied to organizational objectives, but rather a dynamic, multidimensional practice shaped by power relations, symbolic interaction, and evolving societal structures. Strategic communication integrates perspectives from public relations, organizational communication, marketing, and discourse studies. It serves constructive purposes, such as fostering engagement or positive change, as well as critical ones, such as identifying manipulation, propaganda, or disinformation.

Nussipova *et al.* (2024) define communication strategies as a structured set of systematic, adaptive, and coordinated actions designed to influence specific audiences effectively through the planned use of narratives, channels, and resources. The goal of these strategies is to

generate mutual understanding, cohesion, and effective responses to critical or complex situations. These strategies must be based on an analysis of the information environment, take into account the cultural and psychological factors of the audience, and be integrated with other operational dimensions, such as crisis management, international cooperation, and two-way communication. In the field of security, for example, communication strategies are a key tool for enhancing social resilience, countering disinformation, and consolidating institutional legitimacy. Basri, Nanda, and Susanto (2024) also define communication strategies as a set of cognitive, emotional, and behavioral actions individuals develop and apply to situations with high communicative demands. These strategies encompass a wide range of techniques and tools. Additionally, they employ mechanisms for cognitive restructuring and experiential learning. The overarching objective of these strategies is to improve communicative performance.

Heide (2018) emphasizes the urgent need to broaden our understanding of strategic communication and highlights the importance of a communicative perspective on organizations, especially with regard to their communicative constitution. The text also critiques the modernist application of strategy in contemporary research and presents findings from the research project, “Communicative Organizations.” This project illustrates how strategic communication can be developed by focusing on the communication practices of managers and employees in post-bureaucratic organizations characterized by decentralized networks, value-based management, self-directed teamwork, and horizontal communication.

### 1.1. Literature review

From a bibliometric perspective, Varona *et al.* (2024) recently conducted a bibliometric analysis of integrated communications management in organizations, examining publications from 1989 to June 2023. Using data from the Scopus database, the authors explored productivity patterns, authorship, collaborative networks, and thematic structures. Their key findings reveal a significant increase in studies on the subject since 2009, with themes including strategic

communication, integrated marketing, social networks, and public relations. Philip J. Kitchen was identified as the most prolific author, and the *Journal of Communication Management* was identified as the most influential journal. The study concludes by emphasizing the importance of interdisciplinary research and the necessity of continuing to explore the theoretical and practical aspects of this field.

Treacy *et al.* (2024) conducted a recent literature review in the field of strategic communication, performing a comprehensive integrative review of communication campaigns against terrorism and violent extremism. The study provides significant recommendations on effective and ineffective counter-messaging strategies and proposals for optimizing future campaigns. Another study, this one by Trabadela-Robles (2021), is a systematic review of recent literature on strategic communication. It focuses on scientific publications indexed in the Web of Science (WoS) database from 2011 to 2020. The main objective is to quantitatively analyze the volume, characteristics, and trends of academic publications in this field. The research is based on the hypothesis that strategic communication has become increasingly important in organizations and that this has resulted in significant academic attention in recent years. Most of the analyzed texts were articles from scientific journals, predominantly published in English (87%). The studies are distributed across 82 subject categories, reflecting strategic communication's cross-disciplinary nature. The areas most highly represented, however, are communication, business, and management, accounting for more than 70% of the documents.

Regarding publication sources, Trabadela-Robles (2021) found that the journals with the most articles on the subject were the *Journal of Communication Management*, the *Public Relations Review*, and *Corporate Communications*. There was considerable dispersion in authorship, with few researchers leading more than one publication. In addition to the quantitative analysis, a qualitative review was conducted to identify emerging themes. Prominent topics include the conceptualization and definition of strategic communication, the impact of emerging technologies such as artificial intelligence and big data, social network usage, and communication

management in non-governmental organizations and new institutional environments. There is also growing interest in participatory, dialogical, and ethical approaches, as well as communication in contexts of crisis, sustainability, and organizational transformation. In short, this study confirms strategic communication's rise as an expanding field of research with an increasingly diverse theoretical and methodological basis. The thematic breadth, disciplinary variety, and international scope of the analyzed studies reflect sustained academic consolidation and open new opportunities for practical application in various organizations.

Tkalac Verčič *et al.* (2024) discuss research developments in digital internal communication and identify geographical, theoretical, and methodological gaps that require attention in future studies. They point out the necessity of in-depth research on the effectiveness of various internal communication channels, such as collaborative tools and platforms, channels that facilitate remote work, and the significance of gamification and interactive communication strategies. Digitalization emerges as a phenomenon in this area of internal communication that deserves deeper attention from a societal perspective. This approach should highlight the effects of digitalization on employees' satisfaction and concerns related to privacy, control, and other ethical dilemmas arising from the easy accessibility of data. Ultimately, the digitization of internal communication should be examined as a transformative organizational process, an aspect that has not yet been studied.

Björck *et al.*'s (2024) review offers intriguing background on corporate crisis preparedness. The authors pinpoint key factors for effective management and propose a theoretical framework that integrates organizational processes and resilience strategies. This study is significant because it helps us understand how companies can anticipate and respond appropriately to disruptive environments through effective communication strategies.

From an educational perspective, Sousa *et al.* (2024) address educational and organizational issues. Their study, published in the *Public Relations Review* journal, organizes findings on internal digital communication and emphasizes its impact on organizational efficiency and employee engagement. In the realm of governance,

Chi *et al.* (2024) explore the Chinese government's social media strategies from 2013 to 2023. This review study reveals how authorities use digital platforms to enhance public accountability, while also addressing criticisms concerning information manipulation and control.

In the health field, Schwarz *et al.* (2024) examine challenges in providing opioid treatment in the Harm Reduction Journal. The authors identify various barriers, such as social stigma and a lack of resources, that hinder access to adequate treatment. They also emphasize the importance of implementing evidence-based policies to reduce harm in vulnerable populations.

Rothut *et al.* (2024) developed a conceptual model explaining how extreme discourses become normalized in public communication. This model highlights the roles of media and social dynamics in this process. Their theoretical approach provides relevant insight into a phenomenon rising in societies with high levels of political and social polarization. Meanwhile, Shin and Fu (2024) present a systematic review of entrepreneurship studies in communication research published in the International Journal of Business Communication. They synthesize methodological and thematic trends, identify gaps in the literature, and propose future directions for the field.

Other research addresses a variety of issues and makes significant contributions to the field of strategic communication. For instance, Dogan *et al.* (2023) examined Ukrainian national security discourse and its influence on public policy and citizen perceptions in conflict contexts. Jayaprakasam *et al.* (2023) emphasize the importance of public health risk communication while focusing on human anthrax in India. Mostagir and Siderius (2023) explore strategic reviews in management and connect them to organizational communication and decision-making. Neofytos (2023) critically examines Greek refugee discourse, demonstrating how institutional messages shape perceptions and migration policies. Finally, Pang *et al.* (2023) reviewed contingency theory in conflict management, underscoring its relevance for effective communication strategies within organizations. Together, these studies enhance our understanding of communication in the contexts of security, health, organizational management, migration, and conflict resolution.

Zurro-Antón *et al.* (2021) conducted a study analyzing the primary empirical developments in crisis communication from 2008 to 2018, particularly focusing on its relationship with strategic communication management in organizational contexts. Using a quantitative approach and content analysis techniques, the researchers examined 143 articles published in international public relations and crisis journals indexed in databases such as ProQuest Research Library, ABI/Inform Collection, EBSCOhost Academic Search Complete, EBSCOhost Business Source Complete, EBSCOhost Communication & Mass Media Complete, and Elsevier ScienceDirect Journals Complete. The analysis covers topics, theories, methodologies, results, and the geo-cultural characteristics of the authors, allowing for the identification of dominant trends in scientific production in the field. The study underscores the growing academic interest in crisis communication as a critical tool for preserving institutional trust and reputation during critical situations.

This background highlights the diversity and complexity that characterize contemporary research in strategic communication and offers theoretical and empirical frameworks that are useful for scholars and practitioners. Each perspective contributes to urgent debates in technology-mediated societies, global crises, and demands for institutional transparency. However, a review of the existing literature has not uncovered recent bibliometric precedents documenting the current state of scientific productivity in strategic communication. This study aims to bibliometrically describe the main characteristics and trends in research on this topic, based on literature indexed in the Scopus database.

## 2. METHODOLOGY

This study is based on a bibliometric analysis, which is a quantitative methodology that describes and evaluates scientific production in a specific field of knowledge. This analysis uses indicators of productivity, impact, and collaboration, as well as multivariate representations through maps and networks, to provide a bibliometric description. The population consisted of all documents in the database related to the specific subject. The sample was determined by

selecting the types of documents to quantify. The bibliometric procedures integrated quantitative documentary analysis with mathematical methods for measuring scientific information recorded in databases.

## 2.1. Data source and information retrieval

The Scopus database was used as the primary source of information for data collection. Scopus is a multidisciplinary, international database with extensive coverage. Population and sample selection were based on the full timeframe, during which documents related to the topic were retrieved. Consequently, the sample spanned the period from 1978 to 2024. The Boolean operator OR was used to combine terms. Additionally, the sample was limited by filtering document typology to include only citable documents (research articles, review articles, conference papers, books, and book chapters). The final query was defined as follows: *TITLE-ABS-KEY ("strategic communication") AND PUBYEAR > 1960 AND PUBYEAR < 2025 AND (LIMIT-TO (DOCTYPE, "ar") OR LIMIT-TO (DOCTYPE, "ch") OR LIMIT-TO (DOCTYPE, "cp") OR LIMIT-TO (DOCTYPE, "re") OR LIMIT-TO (DOCTYPE, "cr"))*.

## 2.2. Data processing and information representation

After data collection, a systematic workflow was implemented to process and represent the data, ensuring its reliability and analytical usability. The initial phase of this process involved meticulously cleaning the bibliographic records to rectify inconsistencies, eliminate duplicates, and standardize fields such as author names, institutional affiliations, keywords, and publication sources. This step was essential to avoid distortions in the subsequent analysis. After refining the dataset, the information was organized and exported into various formats suitable for bibliometric calculations and visual processing.

Microsoft Excel was used for the initial organization and structuring of the data, facilitating preliminary filtering, categorization, and grouping of variables for analysis. Excel served as a conduit between the raw data and the more sophisticated processing environments used

subsequently. The reference management tool EndNote was used to store, classify, and access bibliographic metadata efficiently. This tool enabled consistent tracking of sources throughout the analytical workflow and facilitated handling large volumes of records. The Biblioshiny interface, which is part of the Bibliometrix package in R, was used to generate quantitative indicators and produce descriptive statistics. This environment allowed for a detailed frequency analysis of key variables, such as authorship, keywords, publication years, source journals, and countries of affiliation.

The Biblioshiny interface made it possible to generate diverse tables, graphs, and trend analyses. These were instrumental in identifying the most prolific contributors and emerging themes. VOSviewer software was used for graphical representation and construction of bibliometric networks. This included developing co-authorship networks, keyword co-occurrence maps, and citation networks. These networks enabled the identification of clusters, thematic structures, and collaboration patterns. To improve the readability of these maps, we established thresholds, such as including only nodes associated with three or more co-authored publications.

## 2.3. Calculation of indicators and analysis of results

The study calculated the total number of published papers and their distribution by year, as well as the total and annual average citations. Additionally, a co-authorship network was generated and refined to include only collaborations resulting in three or more joint papers. A thematic map was produced based on the articles' keywords, and the ten most-cited documents in the corpus were identified. Finally, an evolutionary analysis of the keywords was performed to generate a map of research trends, which made it possible to visualize the emerging and consolidated thematic focuses in the area.

## 3. RESULTS AND DISCUSSION

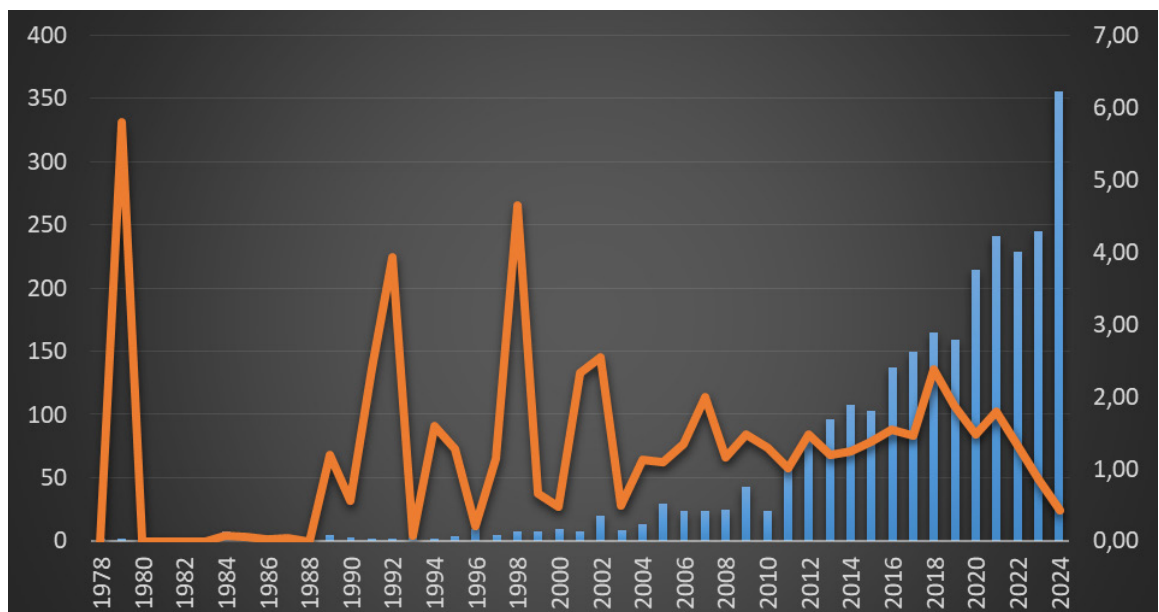
During the study period, 2,645 documents were retrieved. This extensive sample demonstrates an increase in results and contributions



to the field, with an average annual rise of 12% and an actual impact of 12 citations per paper. These indicators suggest remarkable scientific performance in strategic communication research.

Figure 1 illustrates annual behavior. Examining the results of the indicator by year reveals exponential growth in the number of publications (N) from 1978 to 2024. Publications rose from two per year to over 350 in recent years. This increase, particularly significant from the 2010s onward, indicates

heightened research activity in the field, possibly fueled by technological advances, greater access to databases, or increased research funding. However, the number of citations per publication does not show a clear trend. It displays highly variable values and isolated peaks in years with low scientific output, such as 1979 (5.79) and 1998 (4.65). These findings underscore the need for further research to explore the relationship between the impact of individual papers and the overall volume of scientific output.



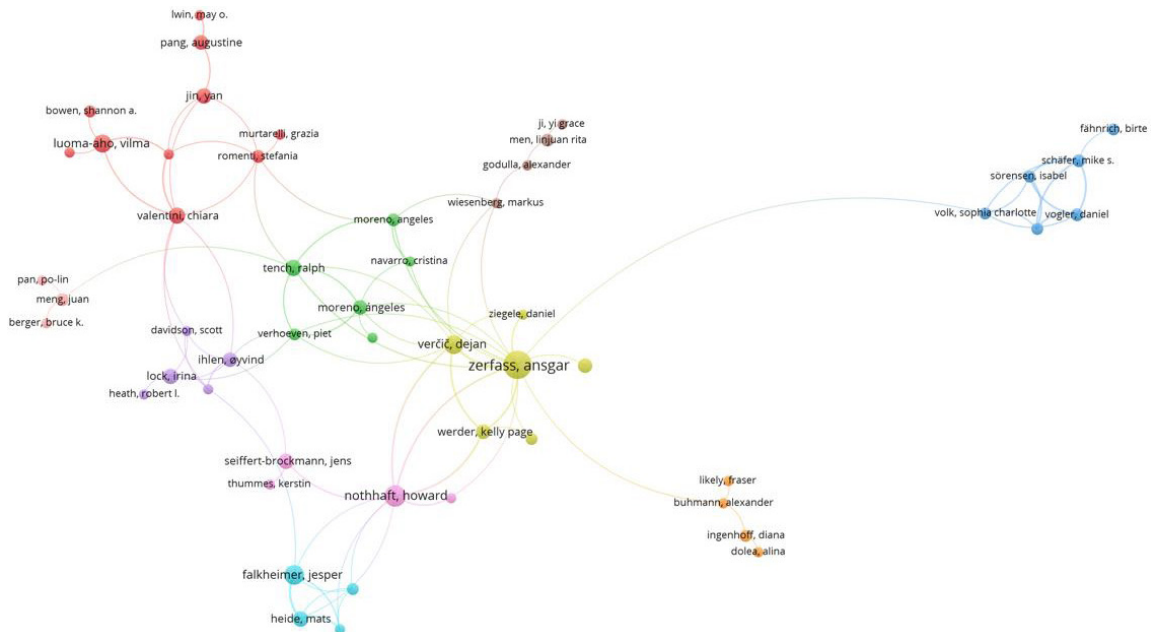
**Figure 1.** Documents (N) and average citations (Cites/N) by year.

In contrast, the significant decline in the number of citations (CITES/N) in recent years (2023-2024) could be attributed to a delay in the citation indexing process, meaning that recent publications have not yet been referenced properly. Alternatively, this decline could indicate a saturation of the field, where an increase in the number of studies does not equate to a greater scientific impact. This phenomenon underscores the importance of evaluating research productivity and impact when assessing its trajectory.

Analyzing co-authorship enhances understanding of the knowledge construction process because collaboration between researchers from different institutions and disciplines

tends to produce work with greater impact and visibility. Thus, co-authorship is a relevant factor in research productivity and impact. Analyzing these patterns enables institutions and funding agencies to formulate policies that promote strategic alliances, optimize resources, and enhance innovation. In summary, co-authorship reflects social dynamics in the scientific field and serves as a fundamental indicator for evaluating the quality and scope of academic work.

Figure 2 illustrates the co-authorship network featuring at least three collaboratively published papers. The formation of ten key clusters indicates the primary research network on these topics, as documented in Scopus.



**Figure 2.** Co-authorship network with  $N \geq 3$ .

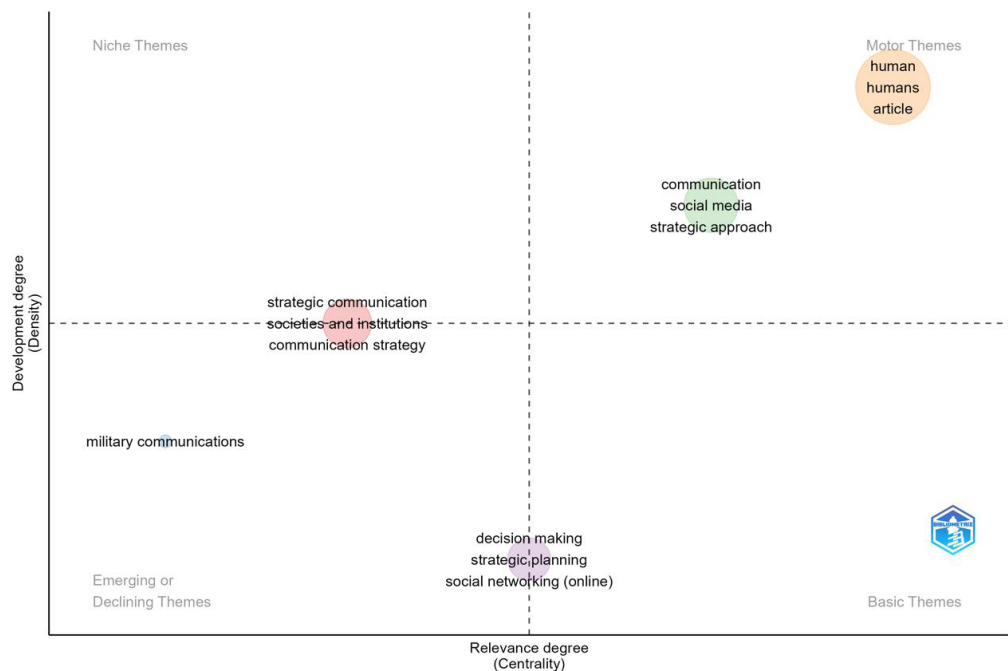
Cluster 1 represents the largest network of authors (10). This network focuses on topics such as strategic communication in digital environments, reputation management, authenticity in social media, the role of real and virtual influencers in organizational communication, ethics and transparency in communication, communication in the public sector and during crises (e.g., the case of the Coronavirus pandemic), and global communication strategies (e.g., Russia's case).

Clusters 2 (green) and 3 (blue) have a similar number of authors in their sub-networks. In both instances, there are six authors total. The articles, many of which are co-authored by Ralph Tench and other researchers, address key issues in communication management, public relations, and strategic communication. They focus particularly on crises, digitization, trust, and professional competencies. Cluster 2 addresses related topics, including crisis communication issues, particularly during the pandemic, digital transformation (social networks, bots, and artificial intelligence), trust and ethics in organizational communication, professional competencies in public relations and communication management, and comparative studies among European countries. In contrast,

Cluster 3 explores various aspects of strategic communication and highlights its distance from the center of the network. The authors draw from academic, corporate, and public policy environments, emphasizing the importance of cultural adaptation, impact assessment, and aligning organizational objectives with communication practices.

One notable aspect of the co-authorship network is its association with author Ansgar Zerfass. His central position in the network stems from his thematic proximity to many of the other authors. His works primarily focus on fundamental aspects of strategic communication, corporate communication management, public relations, and the impact of technology. These themes reflect the evolution of strategic communication in a digital and global environment, emphasizing governance, technology, and the professionalization of the field.

Regarding the current analysis, Figure 3 presents a thematic map organized into quadrants. The abscissa represents the degree of thematic relevance, and the ordinate represents the degree of development. The resulting density is analyzed by evaluating the position of the terms within the quadrants. The consecutive line represents the averages, which establish relevant comparisons.



**Figure 3.** Thematic map of strategic communication.

This result sets a new standard for relevance and thematic development in the academic field, covering the analysis of social networks and communication phenomena across various media, as well as the assessment of audience behavior. Furthermore, topics related to communication for decision-making and strategic

planning are central to development. Studies on military communication are also emerging as a key research area.

It is crucial to highlight the papers that have received the most citations and have consequently made a significant impact on the strategic communication research community (Table 1).

Article	DOI	Cites	Cites/N
KENT ML, 1998, PUBLIC RELAT REV	10.1016/S0363-8111(99)80143-X	784	28.00
BÉNABOU R, 2002, Q J ECON	10.1162/003355302760193913	741	30.88
THACKERAY R, 2012, BMC PUBLIC HEALTH	10.1186/1471-2458-12-242	325	23.21
WELCH M, 2007, CORP COMMUN	10.1108/13563280710744847	313	16.47
KARTIK N, 2009, REV ECON STUD	10.1111/j.1467-937X.2009.00559.x	282	16.59
CLARK RA, 1979, Q J SPEECH	10.1080/00335637909383470	272	5.79
BENABOU R, 1992, Q J ECON	10.2307/2118369	267	7.85
ENKE N, 2019, INT J STRATEG COMMUN	10.1080/1553118X.2019.1620234	258	36.86
COOMBS WT, 2015, BUS HORIZONTAL	10.1016/j.bushor.2014.10.003	251	22.82
ZERFASS A, 2018, INT J STRATEG COMMUN	10.1080/1553118X.2018.1493485	244	30.50

**Table 1.** Papers with the most significant scientific impact, as determined by the number of citations they have received.

The articles with the most citations, such as those by Kent & Taylor and Bénabou & Tirole, were published in 1998 and 2002, respectively. These findings demonstrate the enduring relevance of foundational research in public relations and behavioral economics. However, the high annual citation rate of more recent

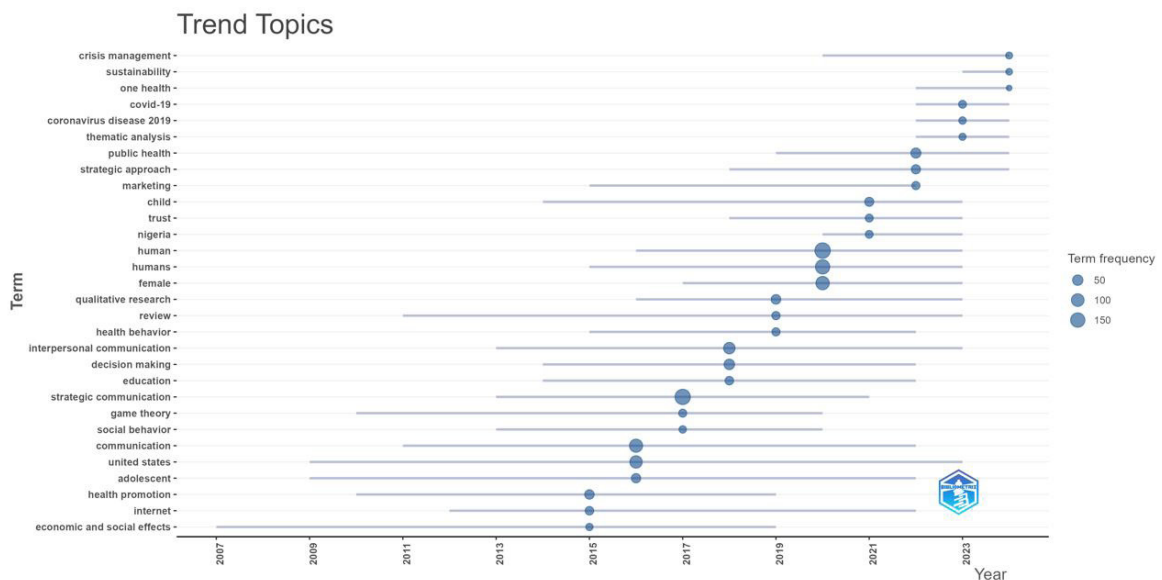
work, such as that by Enke and Borchers (2019) and Zerfass *et al.* (2018), reflects growing interest in digital strategic communication and its rapid adoption in contemporary research. While some classic studies remain relevant due to their historical influence, emerging topics related to technology and



crisis management are gaining significant importance at a remarkable pace.

Conversely, the inclusion of articles by Thackeray (2012) in public health and Coombs in crisis management highlights the diversity of topics in high-impact research. Nevertheless, the predominance of strategic communication and economics indicates that these fields generate more scientific output and visibility. The disparity in annual citations reveals that, although older works are still referenced, they lose relevance compared to recent research with innovative approaches. This pattern underscores the importance of continual updating in academia, where digital and strategic issues are reshaping research priorities.

The most prevalent terms, “domain of the human” and “communication,” encompass social and health studies and show a notable increase during the pandemic (Figure 4). In contrast, the most recent publications (2022–2024) predominantly focus on research concerning crisis emergence and sustainability, pandemic (i.e., the SARS-CoV-2 pandemic) and crisis management, and approaches such as “One Health.” Currently, there is an increase in the use of specific methodologies, such as thematic analysis and qualitative research, which are becoming increasingly relevant. This reflects a noticeable trend toward qualitative analysis and suggests a preference for more holistic, interpretive approaches in contemporary research.



**Figure 4.** Thematic trends in strategic communication.

The convergence of strategic communication and sustainability has changed how organizations manage their legitimacy, transparency, and social commitment in the face of growing environmental and social pressures. Strategic communication has evolved from a mere auxiliary instrument to a fundamental change agent for implementing sustainable models. However, it is important to note that the credibility of this approach depends on avoiding empty rhetoric and prioritizing measurable, concrete actions.

This study highlights the increasing importance of the One Health approach as a holistic framework for tackling intricate challenges at the intersection of human, animal, and

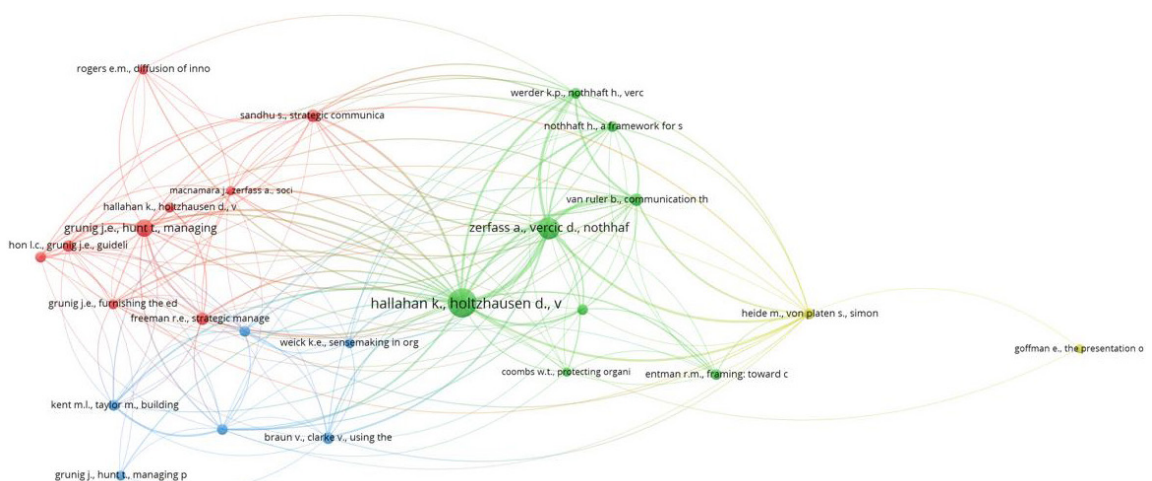
environmental health. The study proposes novel climate risk communication strategies using the CCR (co-constitutive risk communication) model, which establishes a direct link between climate change and public health threats. The study also documents the achievements of the European One Health program, demonstrating the value of transdisciplinary collaboration. Collectively, the papers addressing this theme emphasize that the most significant health and environmental challenges of our time, ranging from pandemics to climate change, necessitate systemic approaches that transcend traditional fragmentation by integrating medical, veterinary, and environmental knowledge through

collaborative frameworks, effective risk communication, and coordinated policies that bridge sectoral and geographical boundaries.

In summary, Figure 4 shows that terms related to strategic communication and human studies are clearly predominant. These concepts have remained relevant from 2010 to 2023, reaching a notable peak around 2020. This suggests a growing interest in approaches centered on human behavior and communication management. Conversely, terms such as “health promotion” and “game theory,” while significant in previous decades, have decreased in prominence recently, indicating potential shifts in research priorities. Notably, the

majority of studies in the analyzed literature are related to the United States as the primary geographical context.

The intellectual base is analyzed using the co-citation network of articles (Figure 5). Co-citation analysis is a bibliometric technique that examines how subsequent works cite two or more papers. Its primary purpose is to create a map of thematic relationships, identify streams of thought, and reveal the intellectual structure of a specific research field. The network displays the configuration of three nodes composed of authors of key papers. The analysis is organized into a table that summarizes the results and characteristics of the established networks.



**Figure 5.** Network of co-cited articles forming the intellectual basis of strategic communication research.

The academic network under analysis is organized into three thematic clusters. Key figures such as Hallahan (2007), Grunig (1984), and Zerfass (2018) stand out for their high centrality (see Table 2). Cluster 3, led by Hallahan, has the highest structural influence (PageRank = 0.112) and connectedness (betweenness = 623.8). This positions Cluster 3 as the core of the network. Cluster 2, centered on Grunig and Freeman (1984), serves as a nexus between subject areas (betweenness = 342.9). Cluster 1, represented by Goffman and Entman, focuses on theoretical foundations and has significantly less current integration. Authors such as Van Ruler (2018) and Kent (1998-2002) play prominent roles in their respective clusters, albeit with different patterns. Some connect multiple areas (high

betweenness), while others are central to their specific fields (high PageRank).

The analysis shows that the network primarily consists of research in communication and public relations. Grunig and Hallahan are important historical and contemporary references in this field. The inclusion of recent authors, such as Zerfass (2018), indicates a shift toward more contemporary topics. However, there is minimal collaboration between clusters (e.g., Cluster 1 remains isolated). Anomalies, such as Jenkins's (2006) high betweenness values without structural impact (low PageRank), imply the exploration of specialized subtopics. These findings are useful for identifying foundational literature, mapping connections between disciplines, and prioritizing authors for future systematic reviews or bibliometric studies.

Clusters	Key authors	Influential works	Thematic
1	Entman (1993), Goffman (1959, 1974), Hallahan (1999).	Entman (1993) has high intermediation. He is a theoretical "bridge" in this group.	Framing theory, sociology
2	Grunig (1984, 1992, 2006), Freeman (1984), Kent (1998, 2002).	Grunig (1984) dominates with exceptional intermediation. It has a central role in the network. Jenkins (2006) has high intermediation. It connects areas but is not a quoted "core".	Public relations, stakeholders
3	Hallahan (2007-1), Zerfass (2018), Van Ruler (2018)	Hallahan (2007) is the most influential node. It is a central hub in this cluster. Zerfass (2018) is of recent relevance	Strategic communication, digital

**Table 2.** Key authors and their influential works on strategic communication.

4. CONCLUSIONS

Research in strategic communication indexed in Scopus has seen a remarkable increase in publication volume. However, the impact per publication, measured by citations per publication (CITES/N), shows irregular variations that require more context for accurate interpretation, especially in recent years. Overall, the findings suggest an exponential increase in scientific output, particularly after 2000, as well as significant variability in scientific impact, with scattered peaks in years with few publications.

Research on strategic communication and sustainability highlights the mounting pressure on modern organizations to align their narratives with their actions, avoid greenwashing, and establish legitimacy. These papers emphasize the importance of transparency, active stakeholder participation, and consistency between discourse and practice, particularly in sectors such as banking, higher education, and tourism. In this regard, articles on the One Health approach highlight the urgent need to address complex issues using an interdisciplinary approach that integrates medical, veterinary, and environmental perspectives. Effective communication emerges as a key element in both areas, whether to promote corporate sustainability or raise awareness of interconnected health risks.

Conflict of interest

The authors declare that there are no conflicts of interest.

Contribution statement

Conceptualization, formal analysis, methodology, and writing-original draft: William Marin-Rodriguez.

Resources, software, and visualization: Flor Lioo-Jordán, Marcelo Zúñiga-Rojas, Edgar Susanibar-Ramírez.

Validation, writing-review, and editing: Daniel Andrade-Girón.

Statement of data consent

The data generated during the development of this study have been included in the manuscript. ●

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