

Strategic Intent: A Bibliometric Analysis on Current Status, Trend and Conceptual Change

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Abstract

Purpose – The aim of this paper is to provide an extensive bibliometric literature review on strategic intent to see map the trend and conceptual change of strategic intent. Article search uses the Publishing or Perish (PoP) application with the Scopus database.

Methodology – Performance Bibliometrics is used to analyze basic information and Science Mapping Techniques are used to find differences in future studies. There are 37 out of 200 articles found from Scopus database from 2000 to 2024. With the help of the VOS viewer science tool.

Findings – This paper first presents the research methodology and data sources to describe an overview of strategic intent research, including growth trends, journal distribution and primary literature. Furthermore, this paper also finds three research strands in existing research: strategic intent with firm performance, strategic intent with innovation strategy and strategic intent with human resources.

Research limitations – This study only covers research published related to strategic intent, the data selected only used Scopus, and the co-occurrence analysis was used to present the conceptual structure in this study.

Practical implications – This study provides a reference for selecting research themes and building a framework for strategic intent in a comprehensive, scientific, and visual way. Furthermore, this study also offers a roadmap for future research

Keywords: Strategic Intent, Hotspots topics, performance, strategic innovation and human resources development, Bibliometrics, Vos Viewer

INTRODUCTION AND LITERATURE REVIEW

Strategic Intent is a concept first introduced by Gary Hamel and Prahalad in 1989 in the Harvard Business Review (Timothy, 2016). In the executive management literature, strategic intent is an interesting thing (Lovas and Ghoshal, 2000) which is based on conditions around the 1980s and 1990s, there were limitations in strategic planning, especially in seeking clarity for companies to achieve better performance, especially in uncertain business conditions (Mintzberg, 1994; Mintzberg, Ahlstrand and Lampel, 1998)

In uncertain situations such as the COVID-19 pandemic, having a clear strategic intent is crucial for organizations. Strategic intent refers to the long-term commitment and direction that a company wants to achieve, which serves as a guide in decision making and adaptation to environmental changes. Strategic intent is important in determining the direction of the organization amidst uncertainty and focusing on the vision and mission of the organization, strategic intent allows the company to be more flexible in adjusting its operational strategy without losing the main direction. In addition, a clear strategic intent strengthens the resilience of the organization by ensuring that all members understand common goals and work towards achieving them, even in crisis situations. Strategic planning often disappoints companies (Mintzberg, 1994), so what organizations need is strategic intent, not just planning.

The construction of strategic intent is one of the interesting strategic developments and is in accordance with the topics that have developed in the last 25 years (Timothy, 2016). Although there are a number of empirical studies on the relationship between strategic goals and organizational/company success, there is a research gap. Some explain that strategic intent can improve company performance. Olalekan et al. (2024); Onyegbula et al. (2023); Muriithi (2022) and Osman, Gabaw and Kinyua (2018) and Odita and Bello (2015), while there are studies that do not see any direct influence between strategic intent and organizational/company performance Eze et al., (2020) and Ricard (2013). This can also be caused by the various dimensions of the research objects, indicators also being the reason for the differences in the intended research.

The literature on strategic intent is limited so for the reasons mentioned above this study aims to fill the research gap by providing extensive information on bibliometric analysis of literature related to strategic intent. There are two research questions in this study

RQ 1. How has strategic intent research developed over the past 20 years taken from journals published in

Scopus, the number of articles produced each year, top journals, top keywords and thematic map
RQ2 Bagaimana conceptual change strategic intent dalam 20 tahun terakhir, termasuk trend perkembangan object penelitian dan metodeogi penelitian yang digunakan

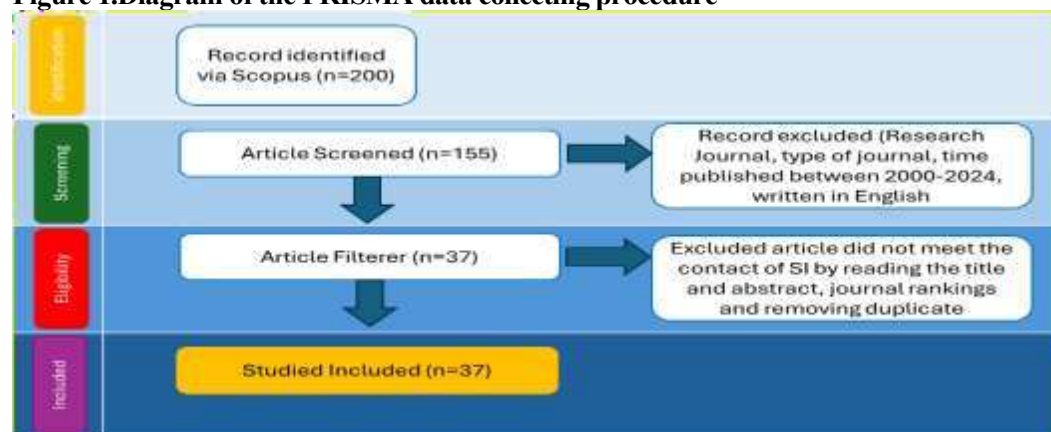
The articles used in this study are articles published and indexed by Scopus which are then analyzed and categorized based on the distribution and affiliation of the authors. This analysis can look at the strategic intent research topics of published subjects.

METHODOLOGY

The methodology used in this study was to conduct a literature review with bibliometrics using vosviewer. This bibliometric literature review is based on a systematic and explicit method (Garza-Reyes, 2015) or mind mapping method that emphasizes the boundaries of knowledge (Tranfield, Denyer, & Smart, 2003).

1. Define search keywords: Literature searches were conducted from 2000-2024 using Publish or Perish which were chosen because they proved to be the most effective for searching articles on GS (Baneyx, 2008). The first search with the keyword "Strategic Intent".
2. Initial search results: This search is specific to 'journal', 'word titles' only, and the year "2000-2024". 200 articles found in the initial search. The results are organized in a Research Information System (RIS) format to include all important article information such as paper title, author name and affiliation, abstract, keywords and references.
3. Improved search results: Matched articles indexed in the GS database were filtered out. Then by making the appropriate repairs, the file is saved in the form of a RIS file.
4. Compile initial data statistics: The data collected is stored in the RIS form. In the early stages, checking the completeness of the components of the journal article (year of publication, volume, number, pages, etc.) and adding the necessary information if incomplete data is found.
5. Data analysis: Bibliometric analysis in this study used PoP software and continued with analyzing and visualizing the bibliometric network using Vosviewer software. Figure 1 shows the strategy used in the literature review (PRISMA four phase flow diagram (Moher et al 2009)).

Figure 1. Diagram of the PRISMA data collecting procedure



Source: Scopus, processed

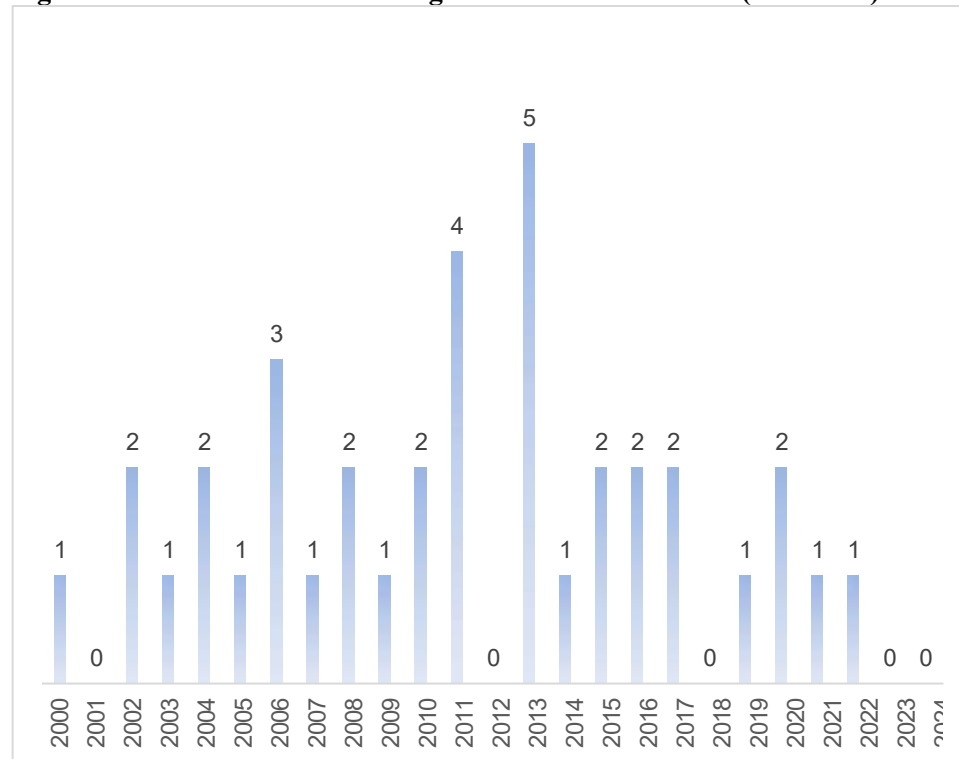
FINDINGS AND DISCUSSION

1. An Overview of Strategic Intent Research

1.1 Publication Trend

Figure 2 shows cumulative publication data indicating that the cumulative growth trend of strategic intent literature appears to be decreasing from year to year. We divide the growth process into three stages: (1) 2000-2010, from 2000 to 2010, research was in the growth phase, the highest in 2005. (2) From 2011-2020 the research trend on the topic of strategic intent grew quite a bit but showed a decline and in 2021-2024 the trend continued to decline and little research was submitted to Scopus indexed journals that took the topic of strategic intent. In relation to the practice of this strategic intent research, it can answer a company can improve its performance such as Amazon, Tesla, BRI, Apple and several other companies, so that research on the topic of strategic intent becomes a research gap to see how big its role is in empirical studies considering the success of large companies that prioritize intent in achieving their company's performance.

Figure 2 Time distribution of strategic intent related research (2000-2024)



Source: Scopus, processed

1.2 Top Journals

We calculate LCS (Local citation score, the number of citations in this dataset), TLCS (Total local citation score), and its QS rank and Scopus index. The higher the total local citation score, the higher the impact of the journal. Table 1 shows the distribution. In terms of the number of publications on the topic of strategic intent, Journal of World Business (2 papers), Journal of Intellectual Capital (2 papers) and other journals 1 paper. Judging from the QS rank, Journal of Business Venturing, Journal of World Business, Journal of Consumer Psychology are ranked top, and there are only 3 journals indexed by Scopus 3 and 1 journal indexed by Scopus 3 and the rest are indexed by Scopus 1. Therefore, this paper argues that the analysis related to strategic intent will receive more attention along with the development of research on corporate strategy.

Table 1 Journal Distribution of Strategic Intent Research Literature

#	Journal	Index Scopus	TLCS/Y	QS rank	Number of Article
1	Journal of Business Venturing	Q1	3525	1	1
2	Journal of World Business	Q1	841	8	2
3	Journal of Consumer Psychology	Q1	656	7	1
4	Journal of Consumer Marketing	Q1	219	34	1
5	Global Networks	Q1	207	37	1
6	Journal of Services Marketing	Q1	165	53	1
7	Journal of Intellectual Capital	Q1	158	154	2
8	Transportation Research Part A: Policy and Practice	Q1	157	55	1
9	Harvard Business Review	Q3	127	72	1
10	Journal of Studies in International Education	Q1	113	83	1
11	Long Range Planning	Q1	108	88	1
12	Education + Training	Q1	101	93	1
13	Management International Review	Q1	86	106	1

#	Journal	Index Scopus	TLCS/Y	QS rank	Number of Article
14	Information Resources Management Journal	Q2	78	133	1
15	Health Care Management Review	Q1	76	136	1
16	Journal of Substance Abuse Treatment	Q1	70	152	1
17	Scandinavian Journal of Management	Q2	65	166	1
18	International Journal of Educational Management	Q2	63	170	1
19	Industrial Marketing Management	Q1	55	192	1

Source: Scopus, processed

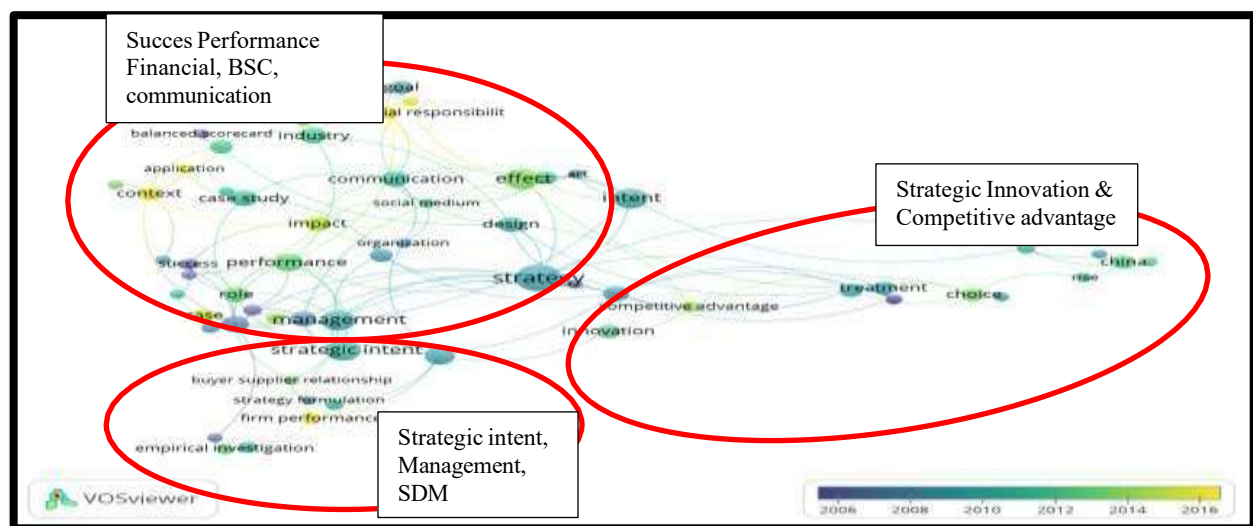
1.3 Top Keywords

Answering which area of strategic intent literature has focused on developing in the last 20 (twenty years) refers to the main keywords evaluated in the 21 articles analyzed. Authors, editors, and publishers use keywords to emphasize important points in the paper. According to Silverman (2013), keyword analysis “is a technique that allows you to evaluate large volumes of text without losing focus on small portions of the material in great detail.” This article classifies and analyzes keywords using VOS viewers. The results describe keywords at least three times that appear in our sample, as well as their relationships and networks. These data show that researchers most often use strategic intent (19 times), followed by management (9 times), performance (7 times), knowledge (7 times), and innovation (4 times). These findings are interesting because they show that strategic intent will affect company performance, management and human resources, and innovation strategies.

1.4 Thematic Map

Figure 3 illustrates several terms that emerged in relation to strategic intent research. Three groups of areas exist: the first group includes "balance scorecard, success performance, and communication." This area explains that strategic intent leads to the success of a company's performance, and that performance can be measured based on financial and non-financial performance, such as the Balance Scorecard. The second group, Strategic Intent and Management, represents the importance of management and human resources in formulating strategic intent. The third group, Strategic Innovation and Competitive Advantage, explains the importance of innovation strategies in formulating strategic intent to increase competitive advantage.

Figure 3 Map of research subject words convergence of strategic intent based on VOS viewer



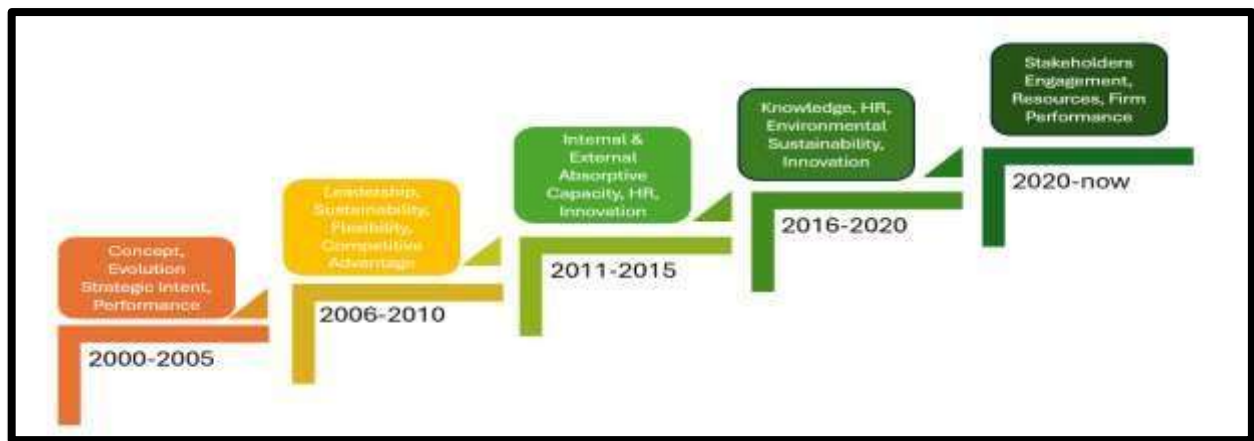
Source: Scopus, processed

There are 3 areas that can be developed in further research on strategic intent, namely performance, innovation strategy and human resources.

2. Conceptual Change of Strategic Intent

The development of Conceptual Change regarding Strategic Intent from research originating from Scopus journals can be categorized into 4 parts; (1) 2000-2005, research focused on the concept and development of strategic intent and its relationship to performance, (2) 2006-2010 research focused on leadership, sustainability, flexibility, and competitive advantage, this was because in 2006-2010 several researchers wanted to see more deeply the relationship between strategic intent in the organization, (3) 2011-2015, research was more directed at the internal and external of the company so that the vision and mission created must be in line with internal and external needs, in addition to that the research focused on HR development and innovation, (4) 2016-2020 research focused more on knowledge management, HR, environmental sustainability and innovation, this was also driven by the Covid pandemic during this period where companies faced uncertainty, (5) 2020-now seen from the number of studies which are still relatively small and decreasing from year to year, the development of the concept of strategic intent is again linked to company performance, stakeholder engagement and human resources in summary the development of the concept of strategic intent during this period 20 years is shown in Figure 4 below.

Figure4 The development of Conceptual Change regarding Strategic Inten



This study also concludes the dimensions used by several researchers regarding strategic intent which are explained in the following table 2.

Table 2 Dimensions of Strategic Intent from Various Perspectives

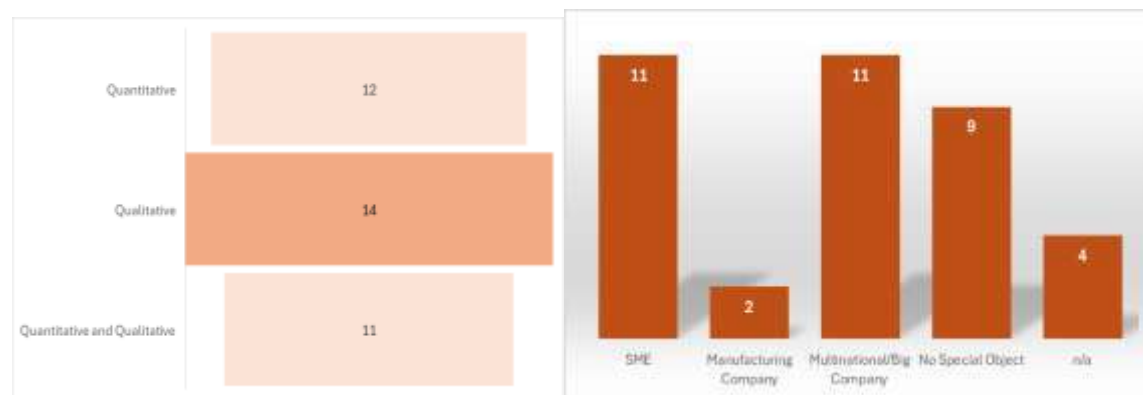
Sequence	Researcher/year	Concept
1	Romuir (2009)	desire to win, stability and motivation to motivate leaders to go beyond what they can imagine or think about the future of the organization
2	Makori (2014)	statement of the objectives set by senior management
3	Mantere and Sillince (2015)	proactive model and beneficial factor for the sustainability of goals and their adaptation to developments in the internal and external environment
4	Brown (2015)	the vision of the organization and its desired direction for growth and success in the future, through the senior management team
5	Richet <i>et al.</i> (2016)	long-term goals set by senior management that seek to achieve in the future
6	Al-Janabi (2017)	it represents a direct intuitive awareness of the higher future direction of the organization flowing into the present to give clarity to all employees and managers
7	Blom (2017)	it expresses the purpose, goal and long-term vision that the organization seeks to achieve
8	Obonyo (2020)	an emerging management process that embodies the essence of winning, inspiring and directing resources to achieve a desirable leadership position for the organization while leaving room for individual and collective contributions
9	Abdullah (2020)	future guidance for the wise leaders in the organization for the better
10	Jirakraisiri <i>et al.</i> (2021)	the driving force behind strategic aggressiveness, the market, leadership, creation and sustainability of competitive advantage

Source: Danook and Obaidy (2022)

Meanwhile, the development trends of research subjects and research methods related to strategic intent over the past 20 years can be seen in the graph below.

The research methods predominantly utilize qualitative methods, followed by quantitative methods, and the remainder are mixed methods. Meanwhile, researchers have chosen SMEs and multinational companies as research subjects to examine the implementation of strategic intent in companies.

Figure 5 The Development Trends Of Research Subjects And Research Methods Related To Strategic Intent Over The Past 20 Years



CONCLUSIONS AND FURTHER RESEARCH DIRECTIONS

As an important element for organizations to enhance competitiveness and maintain competitive advantage, strategic intent studies have important theoretical and practical implications for academic and practice communities. This paper provides a comprehensive review and analysis of existing strategic leadership research based on 21 of 200 highly relevant literatures on strategic intent, using the VOS viewer bibliometric tool. First, this paper describes an overview of strategic intent research, including growth trends, journal distribution, and important literature. Second, this paper describes the focus of research on strategic intent, including influencing company performance, playing a role in innovation strategy, and involving human resources and organizational management. Strategic intent is important for organizations in formulating future vision and mission amidst uncertainty.

Although the trend of recent research has decreased, this research is good research to develop considering that the practice of strategic intent success has been felt by several large companies. The results of current research in this field are quite useful, some areas still need further investigation, and this paper also provides some potential directions to see the relationship between strategic intent and company performance, strategic intent with human resources and strategic intent with innovation strategy. This study also explains several dimensions used by researchers related to strategic intent.

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