

Bibliometric analysis on Strategic management practices, Organizational Performance and Competitive Advantage

Sunil Chand Verma¹, Dr. Rahul Kushwah²

¹Research Scholar, School of Management & Commerce, Vikrant University, Gwalior, Madhya Pradesh, India

²Dean, School of Management & Commerce, Vikrant University, Gwalior, Gwalior, Madhya Pradesh, India

Abstract:

Strategic management practices play an important role in improving organizational performance and developing sustainable competitive advantage. This study examines the research landscape of strategic management practices, organizational performance, and competitive advantage through bibliometric analysis. Research publications were retrieved from the Dimensions database for the period 2000–2026, covering more than 1,000 studies. VOSviewer was used to analyze publication trends, keyword co-occurrence, author collaboration, and country-level research contributions. The findings reveal three major thematic clusters associated with strategic management and decision-making, theoretical and practical aspects of strategic management, and human resource management and sustainability. Research output increased substantially, from 8 publications in 2017 to 238 in 2025. Key research themes include CSR, decision-making, mediating role, SEM, machine learning, and competitive advantage. Country-level analysis indicates strong research contributions from India and the United Kingdom. The findings further indicate that competitive advantage has a partial mediating role in the relationship between strategic management practices and organizational performance. The study provides an overview of emerging research trends and highlights the importance of strategic management practices in strengthening organizational performance, competitiveness, adaptability, and sustainable growth.

Keywords: Strategic Management Practices; Organizational Performance; Competitive Advantage; Bibliometric Analysis; VOSviewer.

INTRODUCTION

Strategic management has become an essential practice for organizations operating in major developing economies, so that they can react to the dynamic factors and achieve long-term organizational success as there are various uncertain factors so to overcome uncertainty a good strategic planning and implementation is required.

Strategic management as per **Fred R. David**, it enables the firms to look for the opportunities and potential threats surrounding the organization while properly utilizing the internal resources and strengths. Firms

which adopt strategic management practices show an increase in the performance, innovation capability and decision making **Wheelen and Hunger (2018)**.

While these developments have created new opportunities for growth, they have also intensified competition within the industry. As more firms compete for market share, organizations are under greater pressure to improve operational efficiency, respond to changing market conditions, and differentiate themselves from competitors. In such a competitive environment, adopting effective strategic management practices has become essential for strengthening competitiveness, improving organizational performance, and ensuring long-term business sustainability. These requires firms to focus on making decisions relating to utilization of resources, processing of production, innovation and positioning properly in the market.

There are many firms which fails to sustain in adopting to the changes in the dynamic market due to which their profitability declines and impact on organizational performance and competitive advantage also declines. In this case strategic management practices plays an important role as it enables the firms to set clear goals, develop plans and focus on achieving those goals. The scanning of the environment helps in understanding the dynamic market the trends and preferences, expectations of the customers, threats and opportunities. The adoption and implementation of strategy properly so that resources can be linked to the set objectives and also focusing on strategy evaluation, control, improvement and monitoring.

This study analyzes the influence of strategic management practices on the firm performance and competitive advantage. It will help the policy makers and managers by providing valuable information relating to the point that strategic management approaches can improve the performance of the firm and promote the business growth. The findings of the study will also contribute to the existing knowledge and will serve as an important information for the future researchers who are interested in strategic management and performance of the firm and analyzing the mediating role of competitive advantage.

The concept of strategic management as discussed in the previous studies by **David (2017); Wheelen &Hunger (2018); Hitt et al (2017)** that it is considered as the process where strategies are planned, implemented, evaluated and control measures are taken so that long term goals of the organization can be achieved and organizations are able to maintain competitive advantage. Strategic management concept has a used over the past years but during that time the `focus was mainly on short time frame but as the market conditions became versatile and complex there was need for long term planning and decision making. Igor Ansoff and Henry Mintzberg made a major contribution to the field of strategic management by highlighting the importance of strategic management practices and emphasizing that successful organizational performance depends not only on strategic analysis and strategy formulation but also on the effective implementation of those strategies.

Several strategic management theories explain why these practices contribute to organizational success. According to the Resource-Based View developed by **Jay B. Barney (1991)**, organizations achieve superior performance by acquiring and effectively utilizing resources and capabilities that are valuable, rare, difficult for competitors to imitate, and not easily replaced by alternative resources.

As per **Richard (1977)** the organizational performance refers to the level in which a firm which achieve its goals under a time period. “**Robert S. Kaplan and David P. Norton**”, describes firm performance to not only be measured only through financial factors, multiple factors must be seen for proper evaluation. Organizational performance is the end outcome of strategic management practices and competitive advantage, how properly an organization uses its resources to achieve the objectives.

The concept of organizational performance has been interpreted differently by various scholars. According to **Richard M. Steers (1975)**, firm performance reflects the degree in which organization attains goals through the efficient use of its resources while remaining responsive to changes in its external environment. This perspective suggests that organizational performance extends beyond financial achievements and should also reflect how effectively an organization fulfills its mission and strategic objectives. Supporting this broader view, Richard L. Daft (2016) explains that organizational performance depends on an organization's ability to utilize its resources efficiently, implement sound managerial practices, and adapt to changes in its internal and external environment. Together, these views indicate that strong organizational performance is achieved through effective strategic decision-making, efficient operations, and the ability to respond to changing business conditions.

The term competitive advantage means gaining advantage over the competitors or to ability to outperform through various methods. Competitive advantage can be gained by proper research and development of the product and identifying strengths and weakness of the product. **Porter (1985)** defines competitive advantage as ability of a firm to create a unique value through differentiation strategy of by providing goods at lower cost. Porter only focused on offering value than its competitors by providing products to customers at lower price and providing quality/ differentiated product to the customers. **Jay Barney (1991)** focuses on the resource-based approach, as competitive advantage can be achieved when a firm has all the resources which are valuable, rare, inimitable and non-substitutable (VRIN).

RESEARCH METHODOLOGY

This study focuses on bibliometric analysis and in the study Vos-Viewer software will be used to analyze and present the data graphically. Bibliometric analysis is basically visualization of a huge amount of data; the study includes more than 1000 studies. Research articles and database was collected with the help of Dimensions. With the help of dimensions data from 2000-2026 all the data were extracted for the strategic management practices, organizational performance and competitive advantage. The software Vos Viewer was used to inspect the total number of publications, coauthorship among authors, keywords of the study: Strategic management Practices, organizational performance, Competitive advantage, VOS viewer

ANALYSIS

Keyword co-occurrence Analysis

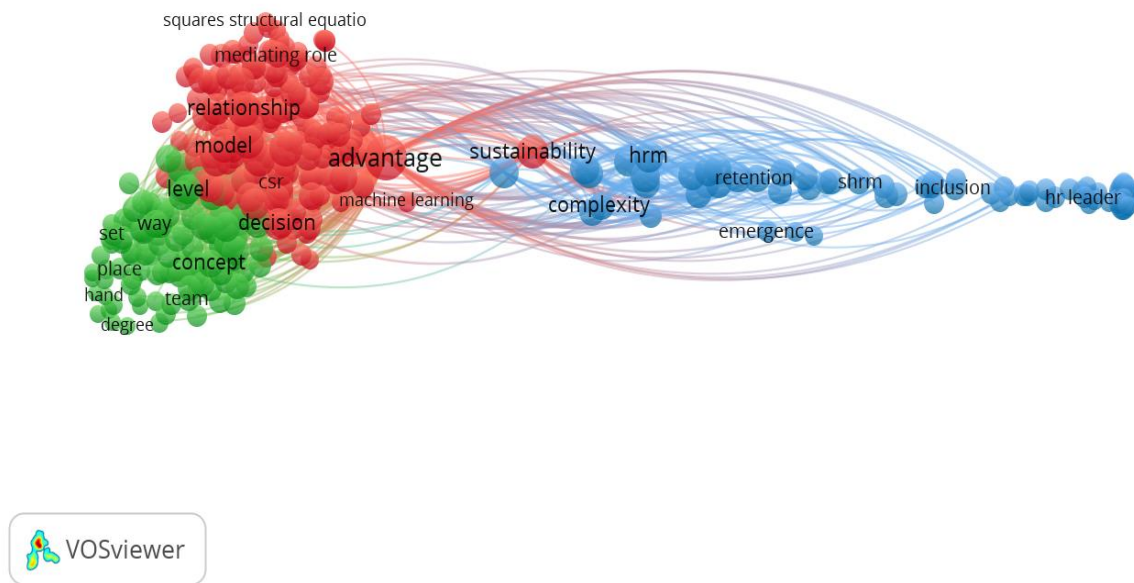


Fig 1: Keyword co-occurrence analysis

Minimum number of occurrences of the term is 10, of the 16807 items 584 items meet the threshold. The VoS Viewer Keyword co-occurrence analysis shows that three clusters were formed in this study. The central or the big cluster is the red cluster which comprises of keywords such as CSR, decision making, mediating role, model, SEM, machine learning and advantage.

The second cluster that is green cluster is related to the base (theoretical and practical aspects) of strategic management. The keywords used in the study were team, place, way, set and degree.

The third cluster that is blue cluster is related to human resource management and sustainability, keywords such as SHRM, retention, sustainability, complexity, emergence, HR leader.

Number of Publications each year

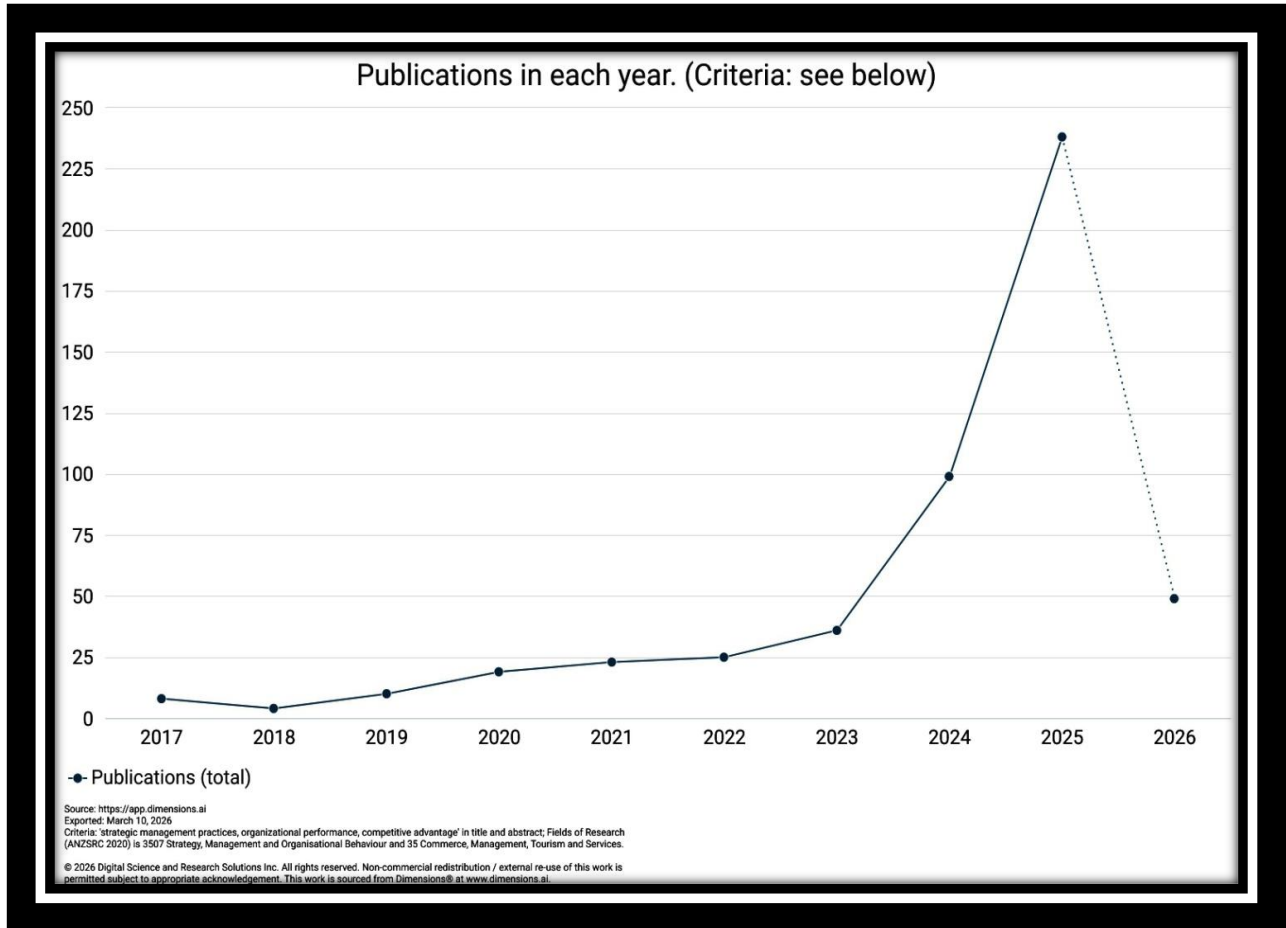


Fig 2:No. of Publications each year

This graph shows the number of publications in the field of SMP and Performance of employees. The number of publications in 2017 were 8, an increase in the rate of publications were seen every year from 23 publications in 2021 to 238 in 2025.

CO-AUTHORSHIP FOR AUTHORS

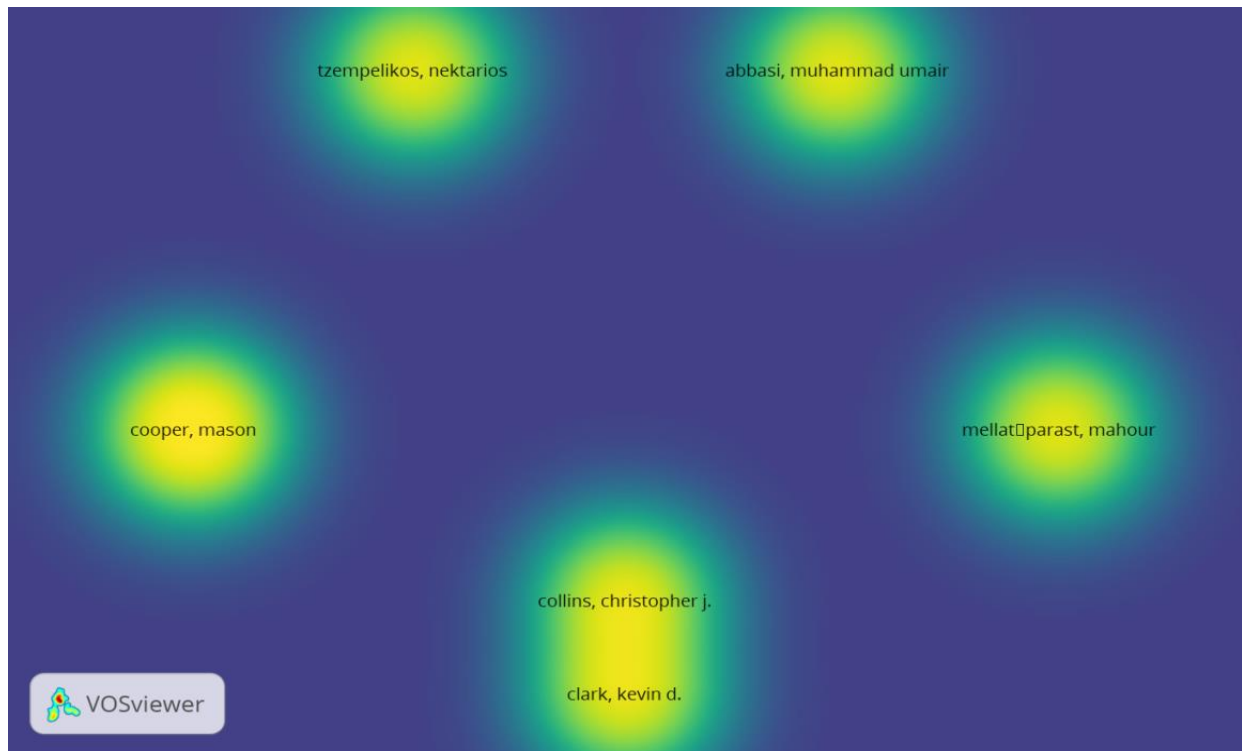


Fig 3: Co-authorship for authors

The bibliometric visualization graph of co-authorship for authors which is generated by VOSviewer shows the authors in this particular research field. The density visualization graph for authors shows that of all the authors these 6 authors have more research publications and citations in this field. The authors selected in this were Christopher J. Collins, Kevin D. Clark, and Mason Cooper, all were in high density area showing increase in citations and contributions in this particular field of research. The color yellow in the cluster indicates high frequency of citations and contribution in this field and green cluster shows moderate frequency, blue cluster indicates low frequency and contributions. The density visualization graph shows the visualization shows the frequency of researchers in this field.

Co-Authorship for Countries

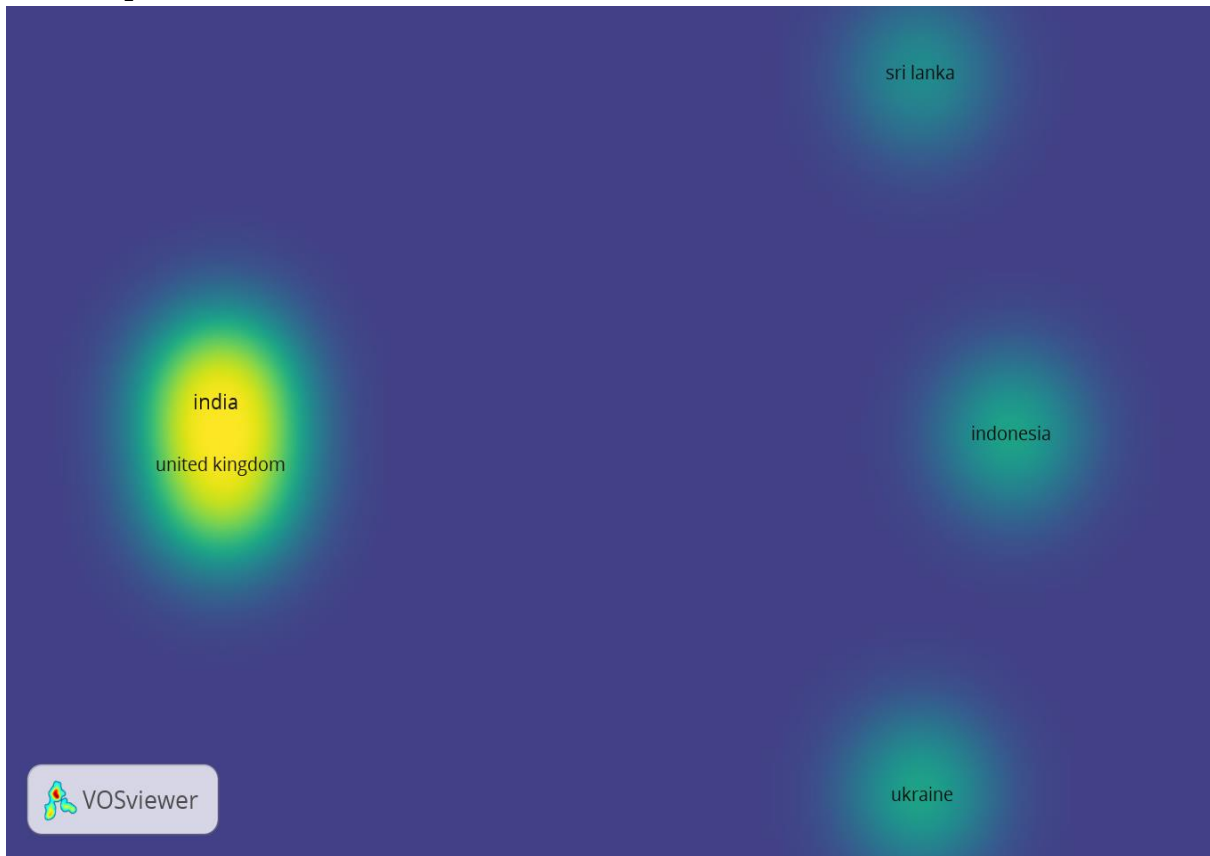


Fig 4: Co-authorship for countries

This density visualization graph for countries shows the research publications in this particular field across different nations. Nation with yellow color has stronger citations and darker color appears to have lower research activity.

The graph shows that India and UK are the two countries which are leading contributors, have stronger research in Strategic management practices. Srilanka, Ukraine and Indonesia are the nations which have comparatively less research publications in this field as compare to other nations.

CONCLUSION

The findings clearly focus on the strategic management practices as it is an important factor in improving performance of organization. Organizations that effectively formulate, implement, and monitor strategic management practices achieves greater operational efficiency, competitiveness, and overall organizational success.

Competitive advantage which is a very broad concept where a firm works to achieve competitive edge over the other, this factor has very important impact on the performance of the firm, where the firm if it is focussing on achieving competitive advantage it can achieve higher firm performance in comparison to the other. As competitive advantage works on adopting the dynamic changes, providing satisfaction to customers, sustainability.

Findings from the analysis showed that the number of publications in 2017 were 8, an increase in the rate of publications were seen every year from 23 publications in 2021 to 238 in 2025. The most used keywords are CSR, decision making, mediating role, model, SEM, machine learning and advantage. India and UK

are the two nations which have stronger research publications in strategic management practices, organizational performance and competitive advantage.

This study majorly focuses on the mediating impact of competitive advantage as from this study competitive advantage shows a partial mediation between strategic management practices and organizational performance. It shows that SMP plays a big role in improving the firm performance not directly but also indirectly by competitive advantage. The study highlights the importance of aligning strategic management practices with initiatives that strengthen competitive advantage, enabling organizations to improve their overall performance, respond effectively to increasing market competition, and achieve sustainable long-term growth.

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