



Mapping the field of arts-based management: Bibliographic coupling and co-citation analyses[☆]



Fernando A.F. Ferreira

^a ISCTE Business School, University Institute of Lisbon, Portugal

^b University of Memphis, USA

ARTICLE INFO

Keywords:

Arts-based management
Bibliometric analysis
Mapping
Scientific journals
VOSviewer

ABSTRACT

The literature in the field of arts-based management acknowledges that the combination of formal and informal dimensions that artists see can provide valuable insights for modern entrepreneurs and business managers. Due to the progress achieved to date, this study aims to map the field of arts-based management based on a systematic review of 137 scientific articles published in refereed scientific journals from 1973 through 2015. Specifically, based on two different citation analysis methods – *bibliographic coupling* and *co-citation* –, the results allow for the identification of some of the most active and influential articles, journals and authors in the field, revealing rankings, collaboration networks and clusters of contributions to the literature. This type of analysis is important to enhance our understanding of the intellectual structure of the field, and can be used to support the identification of new lines for future research.

1. Introduction

Creativity, imagination, innovation, inspiration, emotion, stimulation, reflection, energy, vision, passion, challenge, culture, being open to novelty... all these terms are common expressions in the field of the arts. And, as Adler (2006), Antal and Strauß (2013), and Schiuma (2011) point out, modern entrepreneurs and business leaders too have recently discovered the potential of artistic thinking to improve their management skills at the individual, group and organizational level. Indeed, while the 21st-century manager might be armed with digital devices rather than a painting palette or a musical instrument, the combination of formal and informal dimensions that artists see can provide valuable insights for modern entrepreneurs and business managers (Anderson, Kupp, & Reckhenrich, 2009; Antal & Strauß, 2013; Breznitz & Noonan, 2014; Klerk, 2015).

Because creativity and innovation are processes aimed at changing perceptions of reality, artistic thinking and arts-based management call for ever greater creativity and for more effective strategic planning, communication and foresight (Austin & Devin, 2010; Brabandere & Iny, 2010; Cummings & Angwin, 2011). In this respect, the power of artistic thinking in organizations relies, precisely, on “interspaces” (i.e., spaces of possibility), where “participants experience new ways of seeing, thinking, and doing things that add value for them [personally and

collectively]” (Antal & Strauß, 2013, p. 3).

In light of the increasing interest it has been garnering, this promising field of research (i.e., arts-based management) has required its content to be reviewed. Although literature reviews of the area exist, with somehow different emphases (e.g., Antal & Strauß, 2013), no prior evidence of a systematic literature review using bibliometric tools in the field has been found. This seems to be particularly important, however, if one takes into account the network of informal communication links that typically exists among the most influential researchers in the scientific structure of a research field (cf. Ferreira et al., 2016). In this sense, this study aims to map the field of arts-based management, providing data on its level of activity and allowing influential authors, journals and articles to be revealed. The results can then provide researchers with a solid basis for positioning current contributions and detecting new lines for future research. In fact, mapping the literature allows key research areas in the field to be identified, as well as those already working within them. This is of great interest for both new and existing researchers in the field, in terms of knowing how to direct their work. From a managerial point of view, it systematizes the research in the field, allowing managers to more easily access this knowledge and how to translate it into practice within their firms.

Based on a systematic review of 137 scientific articles, a categorized bibliometric analysis for the period from 1973 through 2015 is

[☆] The author is grateful to Professor Marjan Jalali, ISCTE Business School, University Institute of Lisbon, Portugal, and Professor Gyula Fülöp, University of Miskolc, Hungary, for their careful reading and improvement suggestions on revising this manuscript. Please send correspondence to: Fernando A. F. Ferreira, ISCTE Business School, University Institute of Lisbon, Avenida das Forças Armadas, 1649-026 Lisbon, Portugal, Tel. (00351) 217903437 (fernando.alberto.ferreira@iscte.pt); or Fogelman College of Business and Economics, University of Memphis, Memphis, TN 38152-3120, USA.

E-mail address: fernando.ferreira@memphis.edu.

<http://dx.doi.org/10.1016/j.jbusres.2017.03.026>

Received 14 September 2015; Received in revised form 31 October 2016; Accepted 21 March 2017

Available online 21 October 2017

0148-2963/ © 2017 Elsevier Inc. All rights reserved.

presented. This bibliometric analysis is grounded on two different citation analysis methods, namely: *bibliographic coupling* and *co-citation*.

The remainder of the paper is structured as follows. The next section presents a brief overview of the field of arts-based management. The following section presents the methodological procedures followed and maps the field by presenting the results of the bibliographic coupling and co-citation analyses. The last section concludes the study, presenting final remarks and suggesting avenues for future research.

2. Arts-based management: a brief overview

Within the context of unpredictability, volatility and dynamism brought by the current economic climate, it has been argued that the arts can be a powerful agent of personal, institutional, and community change (cf. Broeck, Cools, & Maenhout, 2008; Crainer, 2008; Darsø, 2004; Harris, 1999; Jacobson, 1996; Kamoche & Pina e Cunha, 2001). Although the definition of “the arts” has been the subject of a long-standing debate among experts – the general connotation of the term represents “a special kind of quest for excellence” (Lee, Chen, & Wang, 2014, p. 3) –, the ability of the arts to potentially influence business performance has been significantly reported in the literature (cf. Gahan, Minahan, & Glow, 2007; Meisiek & Barry, 2014; Nissley, 2010; Reckhenrich, Anderson, & Markides, 2008). Clearly, as Chia (1996), and Schiuma (2011) reinforce, this possibility exists because the recourse to the arts can provide new avenues for exploring relational patterns and frames of understanding the present-day business environment. Indeed, as pointed out by Nissley (2010), “the arts offer a means for us to make sense of the growing complexity that managers and leaders are confronted with” (p. 11).

For the last 30 years or so, several organizations, such as Benetton, have aimed to link the arts and business to improve both society and corporate performance (cf. Dell’Era, 2010). This approach has been used in a wide range of different business activities and contexts, namely: (1) *business idea creation and R & D projects* (Heinonen, Hytti, & Stenholm, 2011; Kratzer, Gemunden, & Lettl, 2008); (2) *business teaching* (Amidon, 2005; Clark & Stewart, 2012; Freeman, Dunham, Fairchild, & Parmar, 2014; Madden & Smith, 2015); (3) *human resources management* (Townsend, 2000); (4) *marketing and strategy* (Huettl & Gierl, 2012; Lee et al., 2014; Szulanski & Amin, 2001; Witkowski, 1990); (5) *strategic information systems* (Sakthivel & Mandell, 1998); (6) *communication and corporate identity* (Cummings & Angwin, 2011; Hoeken & Ruikes, 2005; Kerr & Darsø, 2008; Kottasz, Bennett, Savani, & Ali-Choudhury, 2008); (7) *leadership* (Kuran, 2013; Mitra, Hsieh, & Buswick, 2010; Thomson, 2010); (8) *sponsorship* (Thomas, Pervan, & Nuttall, 2009); (9) *tourism* (Aquino, Phillips, & Sung, 2012); and (10) *fashion and design* (Aage & Belussi, 2008). In this respect, and translated into broad terms, arts-based management “educates feelings, imagination and emotions, all fundamental to human communication and the appropriate functioning of organizations” (Nissley, 2010, p. 15).

It is worth noting, however, that the business activities and contexts mentioned above are just examples where the relationship between the arts and business has proven value (for further discussion, see Oliveira & Silva, 2011; Reaves & Green, 2010; Rogers, 1998; Styhre & Eriksson, 2008); and much has changed over the past few years due to the impact of this relationship on business performance, making it very difficult to say how much larger the field of arts-based management has grown. While debate on the strengths and limitations of arts-based management methods will always exist, it is noteworthy that the field already embraces sufficient research and empirical evidence to allow us to better understand the effectiveness of its practicality (for discussion, see Merritt, 2010; Szulanski & Amin, 2001).

In light of these considerations, and bearing in mind the increasing interest that has recently been given to the arts-based management research field, this study aims to provide an up-to-date bibliometric analysis of the area and characterize its level of activity, identifying

some of the most influential authors, journals and articles. Overall, as already pointed out, the analysis should provide researchers with a solid basis for positioning current contributions and detecting new lines for future research.

3. Bibliometric analysis of the literature

3.1. Methodology and selection of articles

Bibliometric analyses are important because they allow influential authors to be identified and their interrelations to be revealed, which in turn provides researchers with a solid basis for positioning current contributions and detecting new lines for future research. Because this type of analysis involves the statistical treatment of scientific publications and respective citations, it provides data on the level of activity in a certain research field, allowing the outcomes to be used to evaluate the research performance of researchers, journals, countries and institutions (cf. Ferreira et al., 2016; Merigó, Mas-Tur, Roig-Tierno, & Ribeiro-Soriano, 2015).

In conducting a bibliometric analysis, two different citation analysis methods are often used to outline the publications in a certain field of research in detail, namely: (1) *bibliographic coupling*, which takes place when two articles reference a common third article in their bibliographies, indicating that a probability exists that the two articles treat a related subject matter – the “coupling strength” of two given articles is higher the more citations to other articles they share (cf. Kessler, 1963; Martyn, 1964) –; and (2) *co-citation*, which occurs when two articles are both independently cited by one or more articles (Small, 1973). Fig. 1 differentiates both methods.

Because bibliographic coupling has been criticized for being retrospective in nature (i.e., the information used to establish the similarity relationship between articles is lagged and static); and because two articles may reference a completely unrelated subject matter in the third (cf. Garfield, 2001), the co-citation method has been pointed as a better indicator of subject similarity (cf. Small, 1973). It is worth noting, however, that because one of the methods is “retrospective” and the other is “forward looking”, both methods complement each other. For this reason, both types of analysis (i.e., upstream and downstream analyses) are performed in this study.

The analysis carried out in this study serves to identify clusters of articles on arts-based management, who the most influential authors in the field are, where they come from, and the respective networks of authorship. For the construction of the bibliometric maps, the software used is the VOSviewer (www.vosviewer.com).

The data was obtained through the *Scopus* database, which contains information about thousands of scholarly publications, including authorship, affiliation and citations. It is noteworthy that other databases, such as *Thomson Reuters* – widely known as *ISI Web of Knowledge* –, could had been considered. However, *Scopus* is the database that, in the particular field of arts-based management, covers more indexed publications.

The sample used in this study is limited to articles *published* (including those in *forthcoming* status) in international journals. To guarantee the homogeneity of the sample, books, conference proceedings and reports were not considered in the analysis. The search terms used were “arts” and “business”, and the selected articles were exclusively those allocated to the category of “business, management and accounting”, without the use of any chronological filter. The initial search resulted in 824 publications. Of these, 687 were excluded from the analysis either because they were out of the scope of the present study (for instance, state-of-the-“art” reviews on other research fields) or simply because they address other research topics not (directly) related to arts-based management (such as history of “art” and religion). After this content/filter analysis, the search performed resulted in 137 scientific articles with publication dates between 1973 (2 articles) and 2015 (5 articles). Fig. 2 shows the number of articles on arts-based

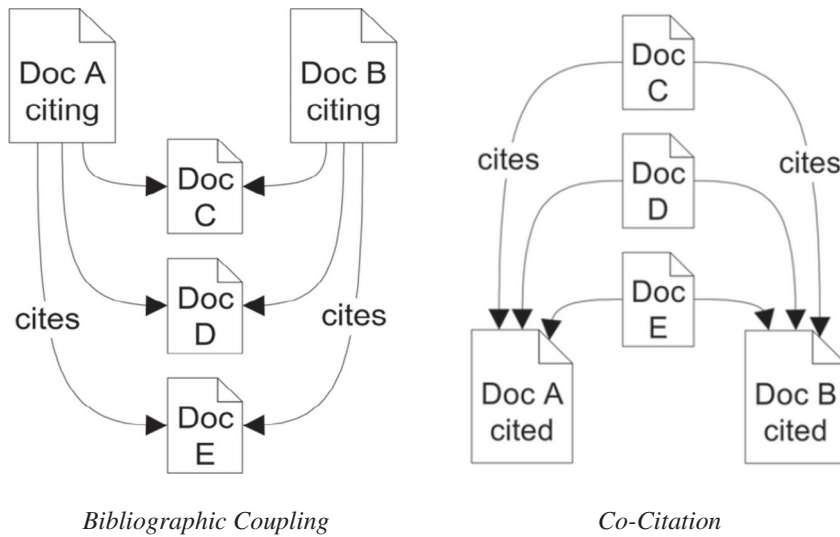


Fig. 1. Bibliographic coupling and co-citation methods. Source: Wikipedia (2015)

management published by year.

As shown in Fig. 2, the number of articles published until 2006 is relatively low. This trend changed, however, in 2007 and 2008, with the publication of 10 and 20 articles, respectively, allowing arts-based management to be considered, at the time, as an emerging field of research. In fact, when compared to previous decades, the first decade of the 21st century reveals a significant increase in the number of annual publications, with particular emphasis on the years between 2007 and 2010.

3.2. Bibliographic coupling

As pointed out, bibliographic coupling describes the extent to which two articles are related by virtue of them both referencing the same other article. This subsection presents bibliographic coupling analyses of articles, journals and authors.

3.2.1. Articles

For a better understanding of the theoretical foundations of the 137 publications included in the sample, the network of articles referenced by those 137 contributions was analyzed and reveals that the largest set of connected items contains 64 publications (i.e., 46.72% of the sample). Fig. 3 presents the articles with highest indices of bibliographic coupling (the complete list of 64 items or the database itself can be obtained from the corresponding author upon request).

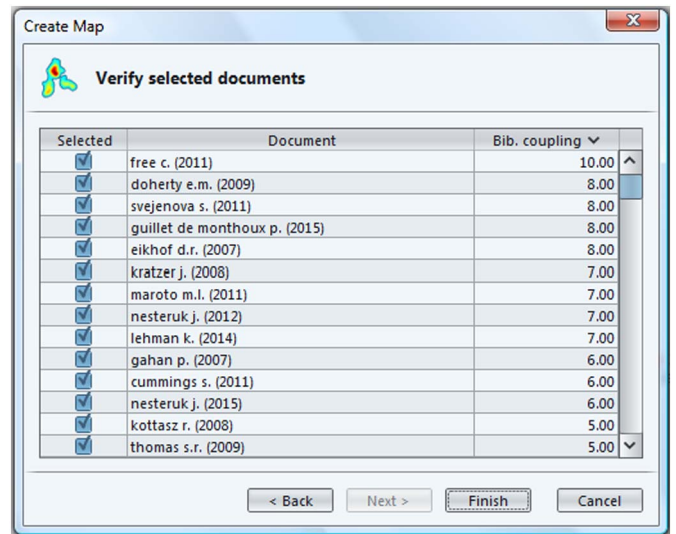


Fig. 3. Bibliographic coupling of articles.

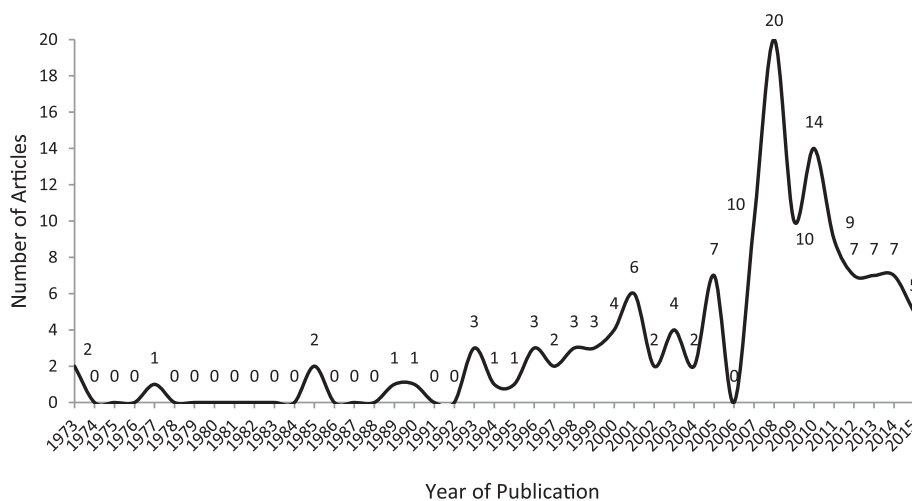


Fig. 2. Number of articles by year of publication.

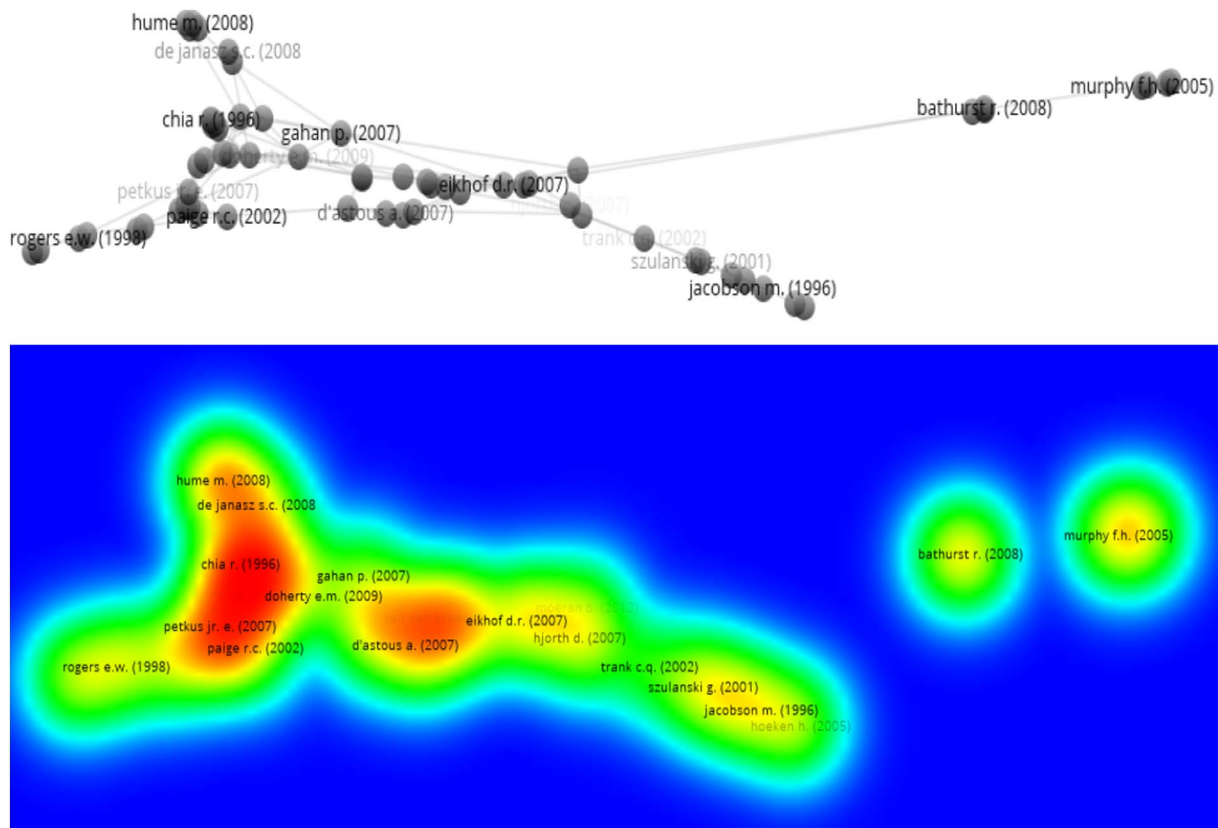


Fig. 4. Network and density diagrams of the bibliographic coupling of articles.

Following Fig. 3, the five studies with highest indices of bibliographic coupling are:

- Free, C., & Qu, S. (2011). The use of graphics in promoting management ideas: An analysis of the Balanced Scorecard, 1992–2010. *Journal of Accounting and Organizational Change*, 7(2), 158–189.
- Doherty, E. (2009). Management and art views of depression era workers: The need for an organizational-arts perspective. *Management and Organizational History*, 4(1), 5–36.
- Svejenova, S., Pedersen, J., & Vives, L. (2011). Projects of passion: Lessons for strategy from temporary art. *Advances in Strategic Management*, 28, 501–527.
- Guillet de Monthoux, P. (2015). Art, philosophy, and business: Turns to speculative realism in European management scholarship. *European Management Journal*, 33(3), 161–167.
- Eikhof, D., & Haunschild, A. (2007). For art's sake! Artistic and economic logics in creative production. *Journal of Organizational Behaviour*, 28(5), 523–538.

Aiming to complement the overall analysis of this indicator (i.e., bibliographic coupling of articles), network and density visualizations are presented in Fig. 4.

As can be seen, both visualizations reveal that a major cluster of coupling strength exists, which is predominantly composed of articles published in the first decade of the 21st century. This occurrence is partially explained by the relative low number of papers published in the field of arts-based management until 2006 (cf. Fig. 2), which “forced” the previous (scarce) publications to be referenced in the majority of the new studies.

3.2.2. Journals

In analyzing the sources, and considering a minimum threshold of 2 articles of a source (see Ferreira et al., 2016), the set obtained contains

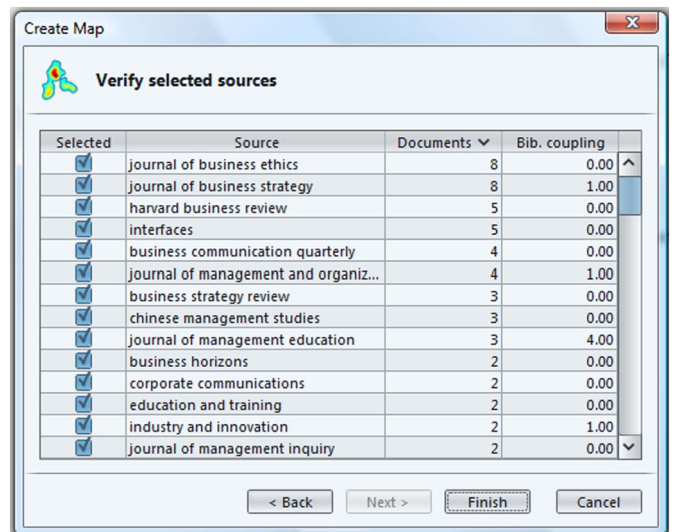


Fig. 5. Number of articles per source.

22 international journals (i.e., 24.44% of the 90 journals identified). As shown in Fig. 5, the journals ranked at the top of the list are: *Journal of Business Ethics* and *Journal of Business Strategy* (both with 8 articles); and *Harvard Business Review* and *Interfaces* (with 5 articles each) (the complete list can be obtained from the corresponding author upon request).

As for the bibliographic coupling of journals, Fig. 6 presents the respective network and density visualizations. As can be noted, the sources with highest indices of bibliographic coupling are: *Marketing Intelligence and Planning*; *Journal of Research in Marketing and Entrepreneurship*; *Journal of Management and Organization*; *Organization*; *Psychology and Marketing*; *Journal of Organizational Behavior*; and *Culture*

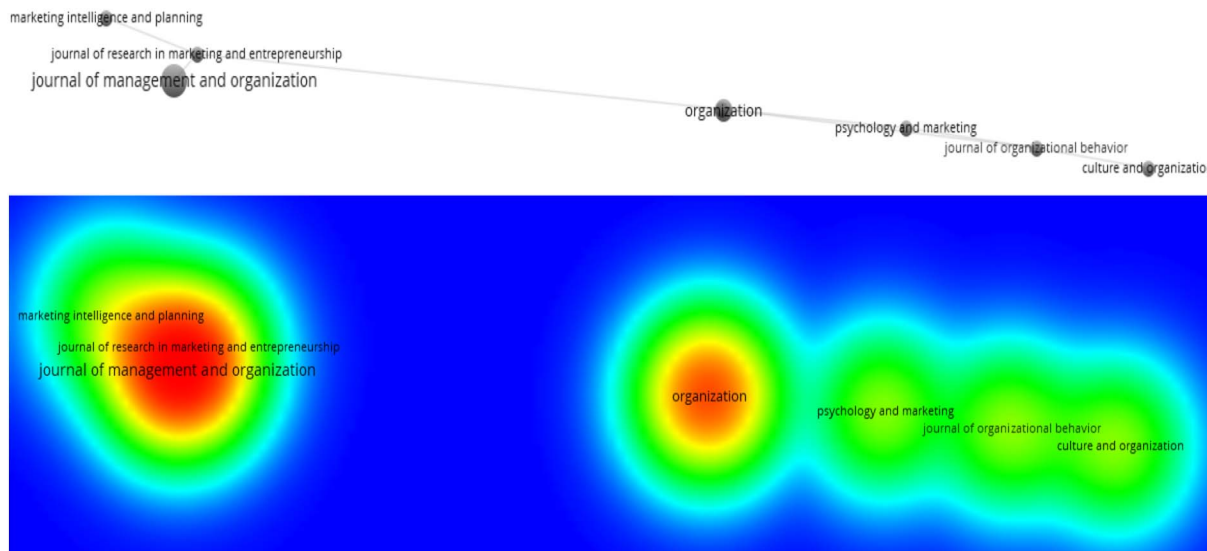


Fig. 6. Network and density diagrams of the bibliographic coupling of journals.

and Organization.

It should be highlighted that a major cluster of coupling strength exists, which is composed of *Marketing Intelligence and Planning*; *Journal of Research in Marketing and Entrepreneurship*; and *Journal of Management and Organization*. In particular, the last one is ranked in 1st place among the journals with highest indices of bibliographic coupling. Although not presented in Fig. 6, *Advances in Strategic Management* is also a journal with a high index of bibliographic coupling, which is allocated to the second major cluster of coupling strength, where *Organization* is.

3.2.3. Authors, organizations and collaboration networks

As far as authorship is concerned, the results show that 233 authors are responsible for the 137 articles included in the sample (again, the complete list of authors can be obtained from the corresponding author upon request). As Fig. 7 shows, only 5 of those 233 authors (i.e., 2.15%) are responsible for publishing more than one article of the sample, namely: *Jamie Anderson* (TIAS School for Business and Society, Netherlands & London Business School, UK); *Check Teck Foo* (Nanyang Technological University, Singapore); *Steve Foster* (Coventry Law School, UK); *Jeffrey Nesteruk* (Franklin & Marshall College, USA); and

Jörg Reckhenrich (Nextmove Management Development, Germany & London Business School, UK).

Aiming to complement the overall analysis of this indicator (i.e., bibliographic coupling of authorship), the respective network and density visualizations are presented in Fig. 8. As can be observed, there is a major cluster of authors who present high indices of bibliographic coupling. A detailed analysis of the complete list of 233 authors reveals that, although not visible in Fig. 8, several names are part of that major cluster and present some of the highest indices of bibliographic coupling, namely: *Ian Ronald Fillis* (University of Stirling, UK); *Clinton Free* (University of New South Wales, Australia); *Kim Lehman* and *Morgan Miles* (both from the University of Tasmania, Australia); *Sandy Qu* (York University, Canada); and *Martin Reynolds* (Birmingham City University, UK).

It is noteworthy that another cluster of smaller dimension exists, which includes names such as: *Miguel Pina e Cunha* (NOVA Business School, Portugal); and *Rehnuma Ali-Choudhury* (London Metropolitan University, UK). In addition, and from a geographic point of view, the analysis carried out reveals that the institutions with stronger competence in the field of arts-based management are from the UK.

3.3. Co-citation

As discussed in Subsection 3.1, a co-citation analysis occurs when the same articles are co-cited by several other articles, allowing us to assume that they are somehow related in a meaningful way. Following the same sequence of the bibliographic coupling analyses presented, this subsection presents co-citation analyses of articles, journals and authors.

3.3.1. Articles

When analyzing the 137 articles included in the sample, and a minimum threshold of 2 citations of a cited reference is considered, the set obtained contains 17 articles. Fig. 9 presents the most cited and co-cited articles (again, the complete list of citations and co-citations can be obtained from the corresponding author upon request).

To foster further understanding of this indicator (i.e., co-citation analysis of articles), network and density diagrams are presented in Fig. 10, where the largest set of connected items is presented and contains (only) six articles.

Specifically, the largest set of connected articles is composed of:

- Carson, D., Gilmore, A., Perry, C., & Gronhaug, K. (Eds.) (2001).

Selected	Author	Documents	Bib. coupling
<input checked="" type="checkbox"/>	anderson j.	2	0.00
<input checked="" type="checkbox"/>	foo c.t.	2	1.00
<input checked="" type="checkbox"/>	foster s.	2	0.00
<input checked="" type="checkbox"/>	nesteruk j.	2	4.25
<input checked="" type="checkbox"/>	reckhenrich j.	2	0.00
<input checked="" type="checkbox"/>	aage t.	1	50.00
<input checked="" type="checkbox"/>	ahn m.j.	1	0.00
<input checked="" type="checkbox"/>	aiello r.j.	1	0.00
<input checked="" type="checkbox"/>	albright l.	1	7.00
<input checked="" type="checkbox"/>	ali-choudhury r.	1	79.00
<input checked="" type="checkbox"/>	allio r.j.	1	0.00
<input checked="" type="checkbox"/>	amidon s.r.	1	2.00
<input checked="" type="checkbox"/>	amin k.	1	31.00
<input checked="" type="checkbox"/>	angwin d.	1	28.00

Fig. 7. Number of articles per author.

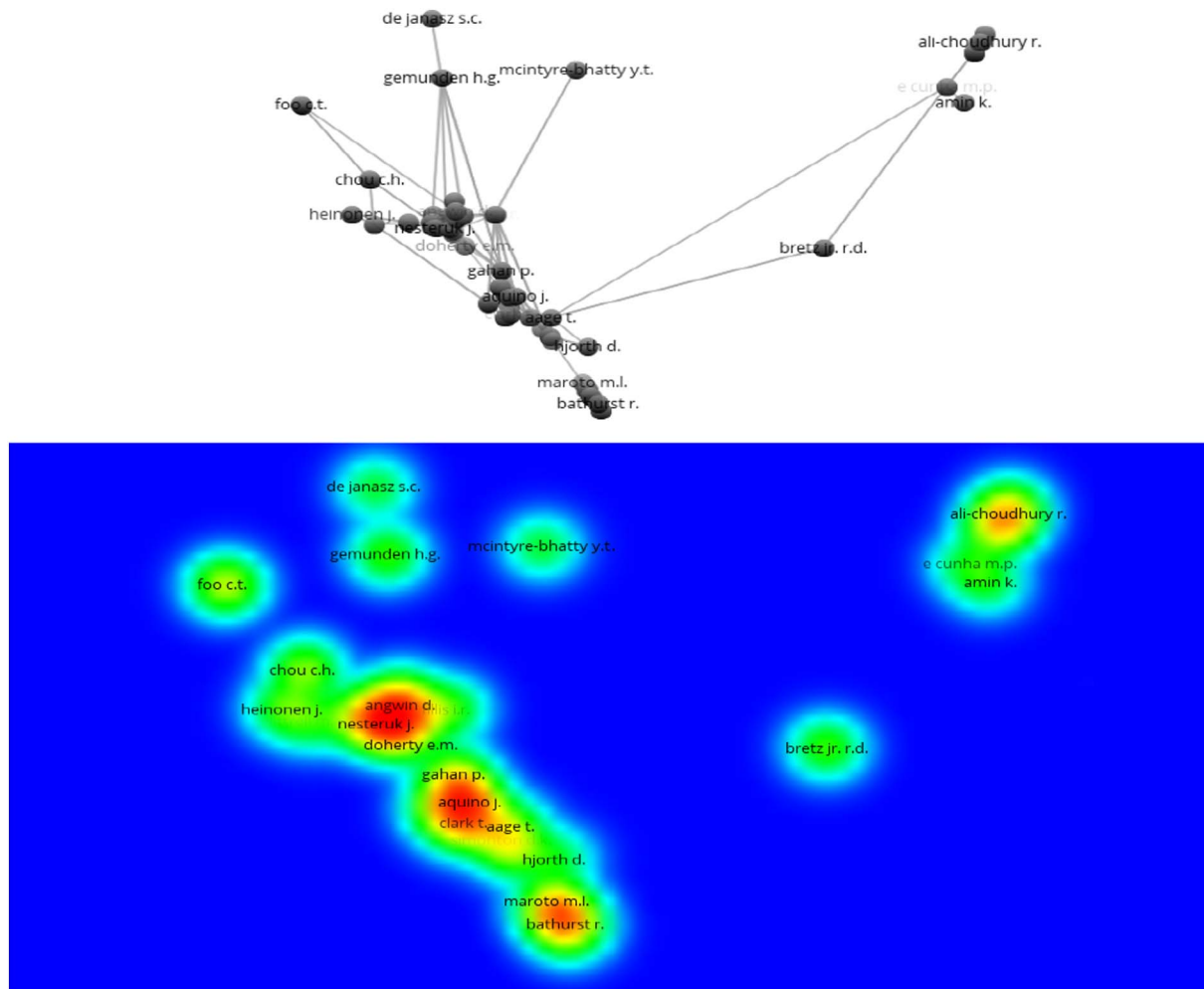


Fig. 8. Network and density diagrams of the bibliographic coupling of authors.

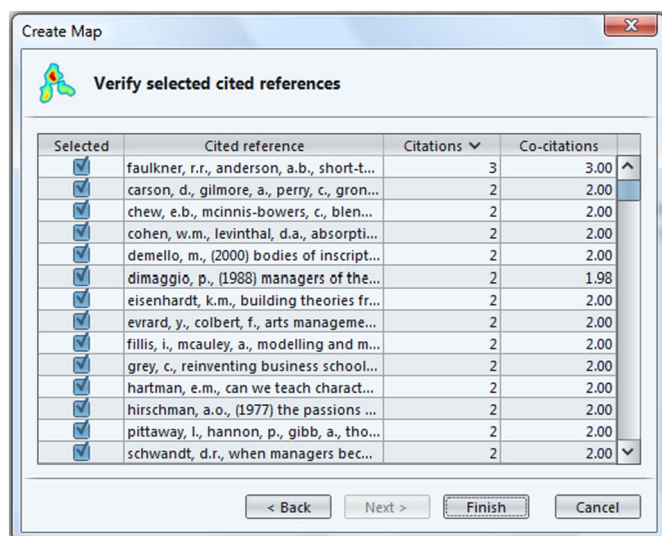


Fig. 9. Co-citation analysis of articles.

Qualitative marketing research. London: SAGE Publications.

- Eisenhardt, K. (1989). Building theories from case study research, *The Academy of Management Review*, 14(4), 532–550.
- Faulkner, R., & Anderson, A. (1987). Short-term projects and emergent careers: Evidence from Hollywood. *American Journal of*

Sociology, 92(4), 879–909.

- Fillis, I., & McAuley, A. (2000). Modeling and measuring creativity at the interface. *Journal of Marketing Theory and Practice*, 8(2), 8–17.
- Hirschman, A. (1977). *The passions and the interests*. Princeton NJ: Princeton University Press.
- Throsby, D. (2001). *Economics and culture*. Cambridge: Cambridge University Press.

3.3.2. Journals

With regard to the sources, the top-5 journals with the highest numbers of citations are, respectively: *Harvard Business Review* (62 citations); *Journal of Marketing* (38 citations); *Academy of Management Review* (37 citations); *Journal of Consumer Research* (35 citations); and *Journal of Marketing Education* (32 citations). Fig. 11 presents, according to the analysis conducted, some of the most active and influential journals in the field of arts-based management.

According to Fig. 11 11 of the analyzed journals present at least 20 citations. It is noteworthy that most of these journals belong to the Management and Marketing research fields. Fig. 12 presents the network and density diagrams of the co-citation analysis of journals.

As can be noted from the co-citation analysis, the *Harvard Business Review* is, perhaps, the most active and influential journal in the field of arts-based management.

3.3.3. Authors, organizations and collaboration networks

As for authorship, a particular group of authors who have at least 10 citations is presented in Fig. 13.

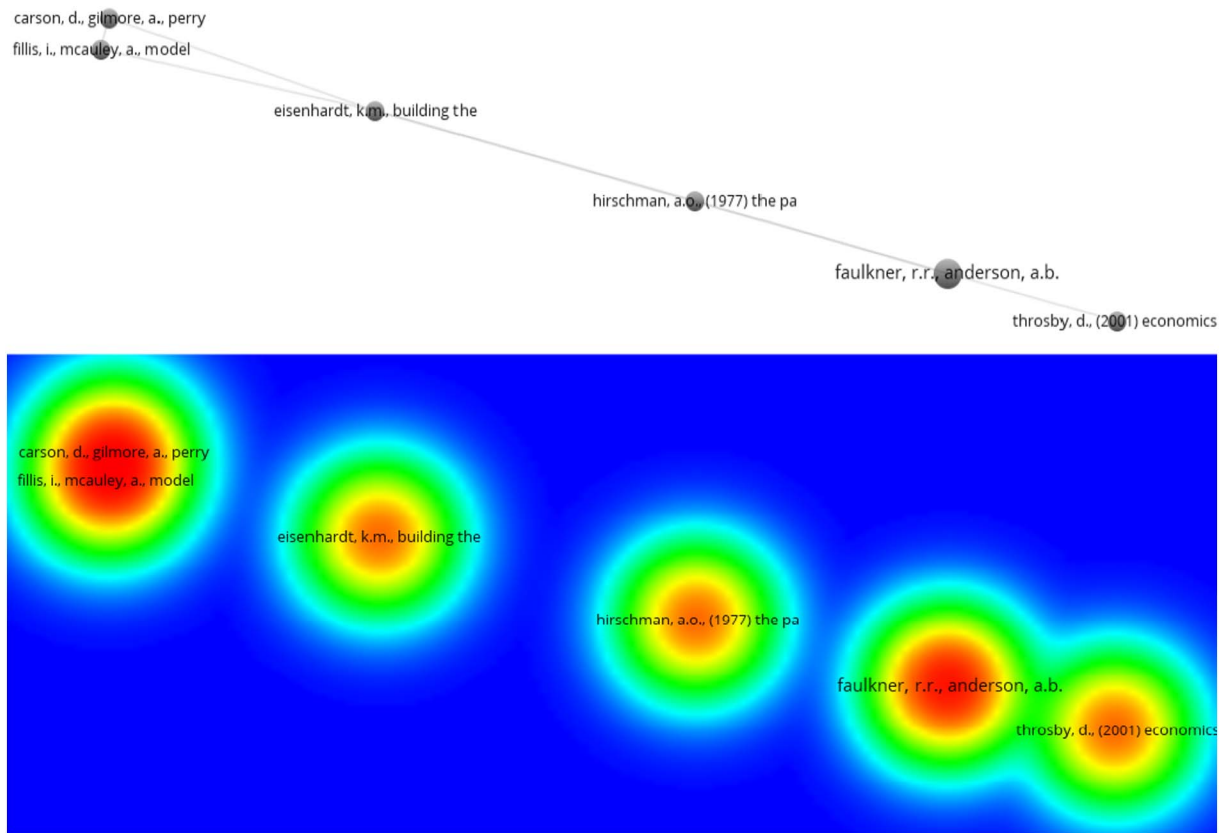


Fig. 10. Network and density diagrams of the largest set of connected articles.

Create Map

Verify selected sources

Selected	Source	Citations	Co-citations
<input checked="" type="checkbox"/>	harvard business review	62	60.05
<input checked="" type="checkbox"/>	journal of marketing	38	38.41
<input checked="" type="checkbox"/>	academy of management review	37	36.82
<input checked="" type="checkbox"/>	journal of consumer research	35	34.81
<input checked="" type="checkbox"/>	journal of marketing education	32	25.14
<input checked="" type="checkbox"/>	administrative science quarterly	31	30.79
<input checked="" type="checkbox"/>	academy of management learning &...	24	21.73
<input checked="" type="checkbox"/>	organization science	24	23.77
<input checked="" type="checkbox"/>	european journal of marketing	23	22.68
<input checked="" type="checkbox"/>	american journal of sociology	21	20.68
<input checked="" type="checkbox"/>	journal of management inquiry	21	20.02
<input checked="" type="checkbox"/>	interfaces	19	17.65
<input checked="" type="checkbox"/>	journal of business venturing	19	18.31
<input checked="" type="checkbox"/>	journal of management studies	17	17.02

< Back Next > Finish Cancel

Fig. 11. Co-citation analysis of journals.

As a result of the co-citation analysis, the authors with the highest number of citations are: *Robert Kaplan* (20 citations); *David Norton* (19 citations); *Karl Weick* (14 citations); and *Ian Robert Fillis*, *Check Teck Foo*, *Morris Holbrook* and *Dean Keith Simonton* (all with 13 citations). This information gives rise to the co-citation network and density diagrams presented in Fig. 14.

Indeed, *Robert Kaplan* (Harvard Business School, USA), *David Norton* (Palladium Group, USA) (not presented in Fig. 14, but allocated to the major cluster, where his major co-author Robert Kaplan is) and *Karl Weick* (Stephen M. Ross School of Business, USA) are some of the most productive and inspiring authors in the field of arts-based management.

Also, according to the co-citation analysis of authors performed in this study, it is worth noting that the highest ratios of co-authorship are found in institutions from the U.S.

4. Conclusions and avenues for future research

Over the past three decades, entrepreneurs and business leaders have discovered the potential of artistic thinking to improve their management skills at the individual, group and organizational level. Consequently, several organizations have aimed to link the arts and business to improve corporate performance, giving support to an exciting and promising field of research: arts-based management.

Although hitherto sparse in terms of scientific structure, the field of arts-based management has started to reveal increasing levels of interest from academics and business practitioners. In particular, as pointed out in this study, the first decade of the 21st century reveals a significant increase in the number of annual publications, with particular emphasis on the years between 2007 and 2010. This increasing interest is partially explained by the fact that artistic intervention can indeed contribute to improve of corporate performance (for instance, through its effects on the potential for innovation (Antal & Strauß, 2013)).

Because “having a map of the conceptual framework of a discipline can be of great interest in the pursuit of a holistic view of a field of study, improving our understanding of relationships between paradigms and the most analyzed topics and, thus, identifying essential work still to be done” (Ferreira et al., 2016, p. 727), the bibliometric analysis (1973–2015) carried in this study allows a significant portion of the literature and the relationships between fundamental works in the field of arts-based management to be mapped and summarized. More specifically, through bibliographic coupling and co-citation analyses of articles, scientific journals and authors, this study presents important insights from the intellectual structure of this promising (but

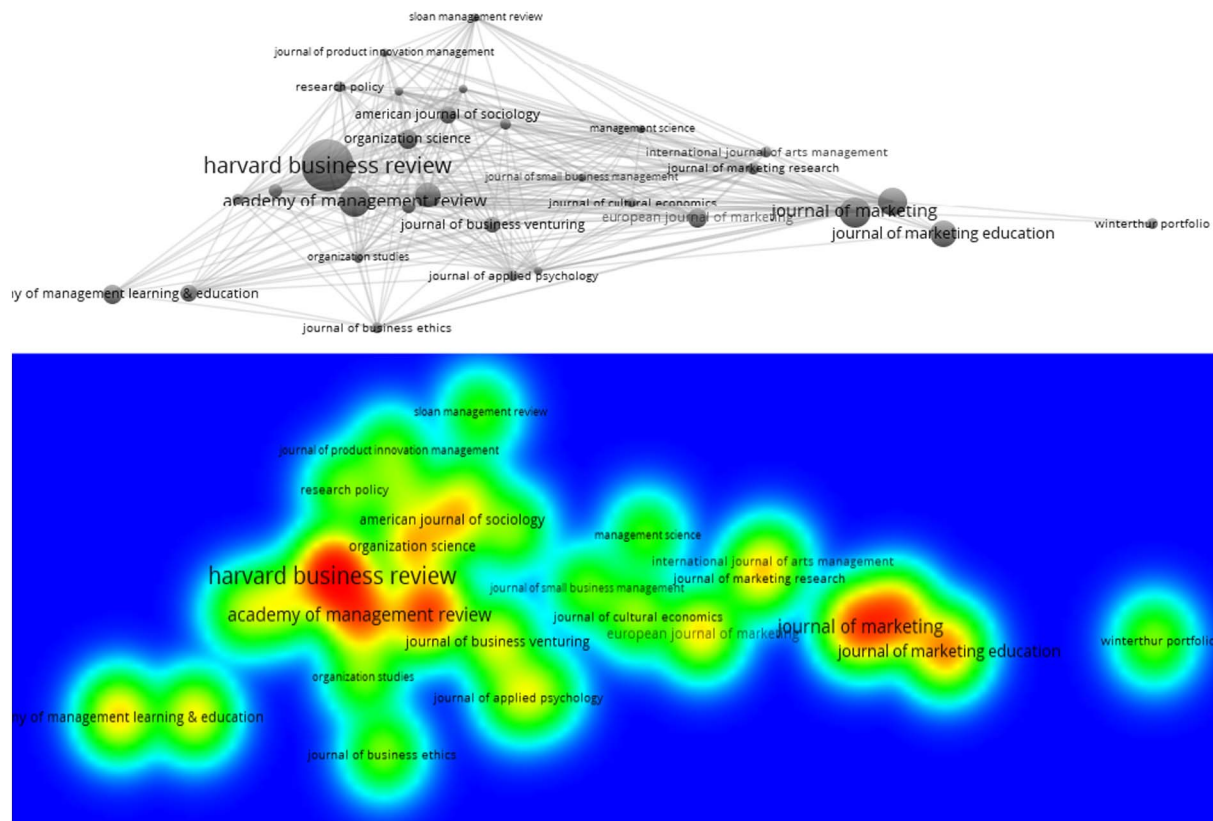


Fig. 12. Network and density diagrams of the co-citation analysis of journals.

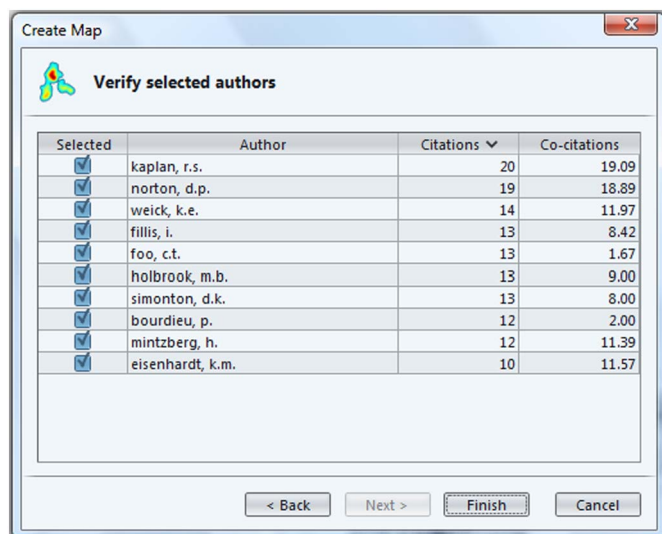


Fig. 13. Co-citation analysis of authors.

still fairly limited) field of research, and enables researchers to position their research within the field and to identify new avenues of research.

Objectively, the bibliographic coupling analysis carried out in this study shows that: (1) a major cluster of coupling strength exists, which predominantly includes articles published in the first decade of the 21st century, namely: Doherty (2009); Eikhof and Haunschild (2007); Free and Qu (2011); Guillet de Monthoux (2015); and Svejnova, Pedersen, and Vives (2011); (2) the sources with highest bibliographic coupling are: *Marketing Intelligence and Planning*; *Journal of Research in Marketing and Entrepreneurship*; *Journal of Management and Organization*; *Organization*; *Psychology and Marketing*; *Journal of Organizational Behavior*; and *Culture and Organization*; and (3) some of the most influential authors

are: *Ian Ronald Fillis* (University of Stirling, UK); *Clinton Free* (University of New South Wales, Australia); *Kim Lehman* and *Morgan Miles* (both from the University of Tasmania, Australia); *Sandy Qu* (York University, Canada); and *Martin Reynolds* (Birmingham City University, UK). The bibliographic coupling analysis carried out also reveals that the institutions with stronger competence in the field of arts-based management are from the UK.

As for the co-citation analysis performed, the results show that: (1) the largest set of connected articles is composed of: *Carson, Gilmore, Perry, and Gronhaug (2001)*, *Eisenhardt (1989)*, *Faulkner and Anderson (1987)*, *Fillis and McAuley (2000)*, *Hirschman (1977)*; and *Throsby (2001)*; (2) the top-5 journals with the highest numbers of citations are: *Harvard Business Review*; *Journal of Marketing*; *Academy of Management Review*; *Journal of Consumer Research*; and *Journal of Marketing Education*; and (3) the authors with the highest number of citations are: *Robert Kaplan*; *David Norton*; *Karl Weick*; *Ian Robert Fillis*, *Check Teck Foo*, *Morris Holbrook* and *Dean Keith Simonton*. Also, as highlighted, the highest ratios of co-authorship are found in institutions from the U.S. That said, although there is no such thing as typical artistic intervention (Antal & Strauß, 2013), internationalization is a challenge that arises as essential for the arts-based management community (i.e., academics and practitioners), in particular because an increase in the number of interested people, at an international level and with different values and cultures, would allow for a better understanding of the range of instruments at their disposal and to expand the repertoire of arts-based research. Following this, it is hoped that the results presented in this paper will encourage and facilitate the entry of new researchers into the field. In addition, this mapping should also allow new avenues for research to be more easily identified. Finally, from a practical perspective, it is hoped that this study will allow managers to more easily acquaint themselves with this burgeoning body of knowledge, in order to more effectively translate it into managerial practice.

Bibliometric studies (e.g., bibliographic coupling and co-citation)

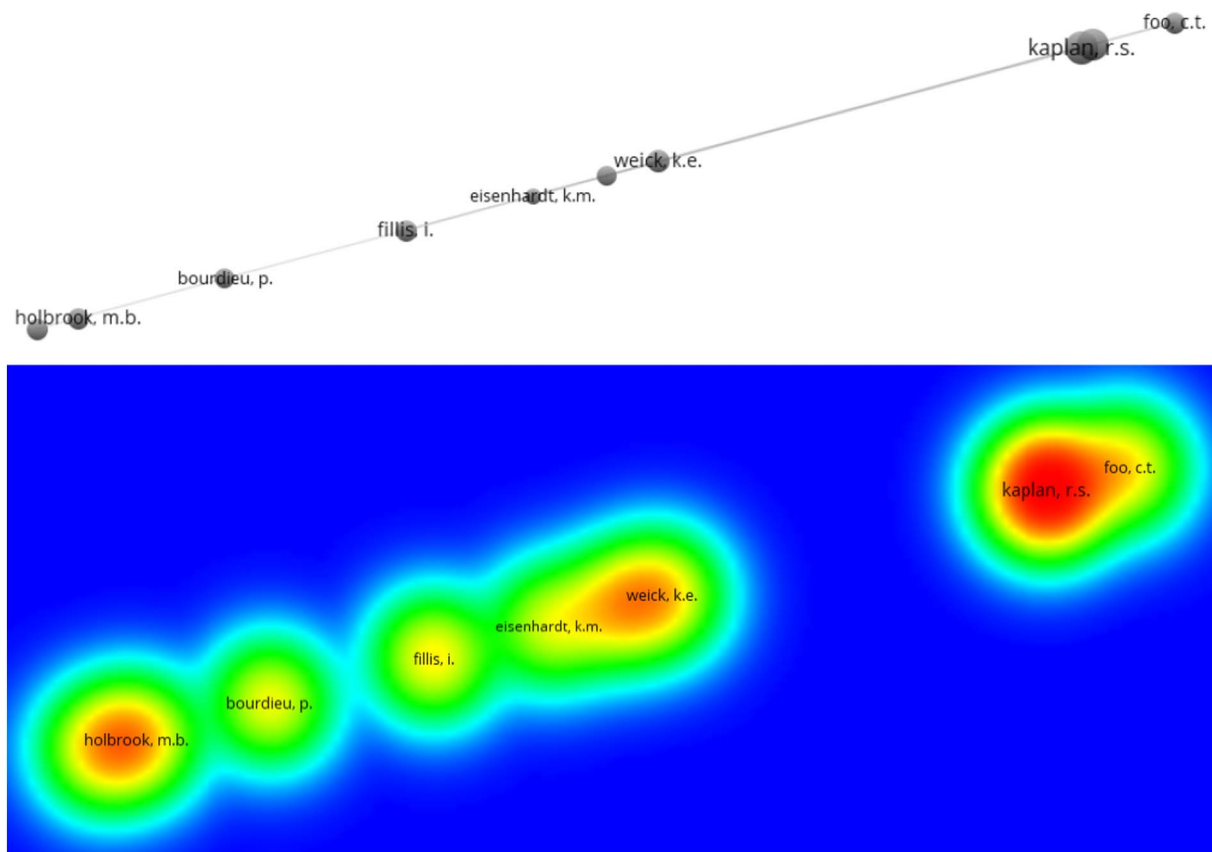


Fig. 14. Network and density diagrams of the largest set of connected authors.

are not yet well established in the field of arts-based management. Although this study is one of the first attempts to systematically map the field, it is not without its own limitations. In particular, special attention should be given to the fact that the data collection was conducted using exclusively the *Scopus* database and, naturally, not all issues and areas have been covered. Additionally, to guarantee the homogeneity of the sample, books, conference proceedings and reports are not considered in the analysis; and the selected articles are exclusively allocated to the category of “*business, management and accounting*”. As such, it would be of great interest to examine other publications that might not have been included in the sample in order to complement the results obtained here.

Although these limitations are noteworthy, it should be highlighted, on the other hand, that this study examines data using two different (but complementary) citation analysis methods, allowing the intellectual framework in the field of arts-based management to be mapped in a very consistent manner (i.e., upstream and downstream). Naturally, the research agenda needs to be broadened, and our findings suggest two major directions for future research. First, it would be important to reinforce the literature review, including more recent articles and/or other type of publications that have not been included in our sample (e.g., books, conference proceedings and reports). Second, due to the high degree of interdisciplinary, it would be of great importance to categorize the articles and identify the core domains and sub-domains of the field of arts-based management, uncovering further lines for future research. Indeed, any of these initiatives would be a great addition to the present study, complementing the results obtained here.

References

Aage, T., & Belussi, F. (2008). From fashion to design: Creative networks in industrial districts. *Industry and Innovation*, 15(5), 475–491.

- Adler, N. (2006). The arts and leadership: Now that we can do anything, what will we do? *Academy of Management Learning & Education*, 5(4), 486–499.
- Amidon, S. (2005). Writing the learning organization: A framework for teaching and research. *Business Communication Quarterly*, 68(4), 406–428.
- Anderson, J., Kupp, M., & Reckhenrich, J. (2009). Art lessons for the global manager. *Business Strategy Review*, 20(1), 50–57.
- Antal, A., & Strauß, A. (2013). *Artistic interventions in organisations: Finding evidence of values-added*. Berlin: Creative Clash Report WZB.
- Aquino, J., Phillips, R., & Sung, H. (2012). Tourism, culture, and the creative industries: Reviving distressed neighborhoods with arts-based community tourism. *Tourism, Culture and Communication*, 12(1), 5–18.
- Austin, R., & Devin, L. (2010). Not just a pretty face: Economic drivers behind the arts-in-business movement. *Journal of Business Strategy*, 31(4), 59–69.
- Brabandere, L., & Iny, A. (2010). Scenarios and creativity: Thinking in new boxes. *Technological Forecasting and Social Change*, 77(9), 1506–1512.
- Breznitz, S., & Noonan, D. (2014). Arts districts, universities, and the rise of digital media. *Journal of Technology Transfer*, 39(4), 594–615.
- Broeck, H., Cools, E., & Maenhout, T. (2008). A case study of arteconomy: Building a bridge between art and enterprise: Belgian businesses stimulate creativity and innovation through art. *Journal of Management & Organization*, 14(5), 573–587.
- Carson, D., Gilmore, A., Perry, C., & Gronhaug, K. (Eds.). (2001). *Qualitative marketing research*. London: SAGE Publications.
- Chia, R. (1996). Teaching paradigm shifting in management education: University business schools and the entrepreneurial imagination. *Journal of Management Studies*, 33(4), 409–428.
- Clark, T., & Stewart, J. (2012). Teaching social entrepreneurship: Arts management with a community engaged perspective. *Journal of Entrepreneurship Education*, 15(S1), 1–18.
- Crainer, S. (2008). Art foundation. *Business Strategy Review*, 19(1), 8–13.
- Cummings, S., & Angwin, D. (2011). Stratigraphy: The art of conceptualizing and communicating strategy. *Business Horizons*, 54(5), 435–446.
- Darso, L. (2004). *Artful creation. Learning-tales of arts-in-business*. Frederiksberg: Samfundslitteratur.
- Dell’Era, C. (2010). Art for business: Creating competitive advantage through cultural projects. *Industry and Innovation*, 17(1), 71–89.
- Doherty, E. (2009). Management and art views of depression era workers: The need for an organizational-arts perspective. *Management and Organizational History*, 4(1), 5–36.
- Eikhof, D., & Haunschild, A. (2007). For art’s sake! Artistic and economic logics in creative production. *Journal of Organizational Behaviour*, 28(5), 523–538.
- Eisenhardt, K. (1989). Building theories from case study research. *The Academy of Management Review*, 14(4), 532–550.
- Faulkner, R., & Anderson, A. (1987). Short-term projects and emergent careers: Evidence from Hollywood. *American Journal of Sociology*, 92(4), 879–909.

- Ferreira, J., Ferreira, F., Fernandes, C., Jalali, M., Raposo, M., & Marques, C. (2016). What do we (not) know about technology entrepreneurship research? *International Entrepreneurship and Management Journal*, 12(3), 713–733.
- Fillis, I., & McAuley, A. (2000). Modeling and measuring creativity at the interface. *Journal of Marketing Theory and Practice*, 8(2), 8–17.
- Free, C., & Qu, S. (2011). The use of graphics in promoting management ideas: An analysis of the balanced scorecard, 1992–2010. *Journal of Accounting and Organizational Change*, 7(2), 158–189.
- Freeman, R., Dunham, L., Fairchild, G., & Parmar, B. (2014). Leveraging the creative arts in business ethics teaching. *Journal of Business Ethics, AOP*. (30 November 2014) <https://doi.org/10.1007/s10551-014-2479-y>.
- Gahan, P., Minahan, S., & Glow, H. (2007). A creative twist: Management theory, creativity and the arts. *Journal of Management and Organization*, 13(1), 41–50.
- Garfield, E. (2001). *From bibliographic coupling to co-citation analysis via algorithmic history-bibliography*. Philadelphia, PA: Drexel University.
- Guillet de Monthoux, P. (2015). Art, philosophy, and business: Turns to speculative realism in European management scholarship. *European Management Journal*, 33(3), 161–167.
- Harris, C. (1999). *Art and innovation. The Xerox PARC artist-in-residence program*. Boston, MA: MIT Press.
- Heinonen, J., Hytti, U., & Stenholm, P. (2011). The role of creativity in opportunity search and business idea creation. *Education and Training*, 53(8), 659–672.
- Hirschman, A. (1977). *The passions and the interests*. Princeton NJ: Princeton University Press.
- Hoeken, H., & Ruikes, L. (2005). Art for art's sake? An exploratory study of the possibility to align works of art with an organization's identity. *Journal of Business Communication*, 42(3), 233–246.
- Huettl, V., & Gierl, H. (2012). Visual art in advertising: The effects of utilitarian vs. hedonic product positioning and price information. *Marketing Letters*, 23(3), 893–904.
- Jacobson, M. (1996). Art and business in a brave new world. *Organization*, 3(2), 243–248.
- Kamoche, K., & Pina e Cunha, M. (2001). Minimal structures: From jazz improvisation to product innovation. *Organization*, 22(5), 733–764.
- Kerr, C., & Darsø, L. (2008). Case study: Art and business for European identity: Illustrating meaningful evolutions in business through classical masterpieces of music. *Journal of Management and Organization*, 14(5), 588–592.
- Kessler, M. (1963). Bibliographic coupling between scientific papers. *American Documentation*, 24, 123–131.
- Klerk, S. (2015). The creative industries: An entrepreneurial bricolage perspective. *Management Decision*, 53(4), 828–842.
- Kottasz, R., Bennett, R., Savani, S., & Ali-Choudhury, R. (2008). The role of corporate art in the management of corporate identity. *Corporate Communications*, 13(3), 235–254.
- Kratzer, J., Gemunden, H., & Lettl, C. (2008). Balancing creativity and time efficiency in multi-team R & D projects: The alignment of formal and informal networks. *R & D Management*, 38(5), 538–549.
- Kuran, E. (2013). Leader as storyteller. *Industrial and Commercial Training*, 45(2), 119–122.
- Lee, H., Chen, W., & Wang, C. (2014). The role of visual art in enhancing perceived prestige of luxury brands. *Marketing Letters* (April), 1–14.
- Madden, L., & Smith, A. (2015). Using photographs to integrate liberal arts learning in business education. *Journal of Management Education*, 39(1), 116–140.
- Martyn, J. (1964). Bibliographic coupling. *Journal of Documentation*, 20(4), 236.
- Meisiek, S., & Barry, D. (2014). Theorizing the field of arts and management. *Scandinavian Journal of Management*, 30(1), 83–85.
- Merigó, J., Mas-Tur, A., Roig-Tierno, N., & Ribeiro-Soriano, D. (2015). A bibliometric overview of the Journal of Business Research between 1973 and 2014. *Journal of Business Research*, 68(12), 2645–2653.
- Merritt, S. (2010). What does beauty have to do with business? *Journal of Business Strategy*, 31(4), 70–76.
- Mitra, A., Hsieh, Y., & Buswick, T. (2010). Learning how to look: Developing leadership through intentional observation. *Journal of Business Strategy*, 31(4), 77–84.
- Nissley, N. (2010). Arts-based learning at work: Economic downturns, innovation upturns, and the eminent practicality of arts in business. *Journal of Business Strategy*, 31(4), 8–20.
- Oliveira, J., & Silva, A. (2011). Arts, culture and science and their relationships. *Systemic Practice and Action Research*, 24(6), 565–574.
- Reaves, J., & Green, D. (2010). What good are artists? *Journal of Business Strategy*, 31(4), 30–38.
- Reckhenrich, J., Anderson, J., & Markides, C. (2008). The strategy of art. *Business Strategy Review*, 19(3), 4–12.
- Rogers, E. (1998). Enabling innovative thinking: Fostering the art of knowledge crafting. *International Journal of Technology Management*, 16(1/3), 11–22.
- Sakthivel, S., & Mandell, S. (1998). Art connection network Inc.: Lessons in development and management of strategic information systems. *Failure and Lessons Learned in Information Technology Management*, 2(3), 117–123.
- Schiama, G. (2011). *The value of arts for business*. Cambridge: Cambridge University Press.
- Small, H. (1973). Co-citation in the scientific literature: A new measure of the relationship between two documents. *Journal of the American Society for Information Science*, 24(4), 265–269.
- Styhre, A., & Eriksson, M. (2008). Bring in the arts and get the creativity for free: A study of the artists in residence project. *Creativity and Innovation Management*, 17(1), 47–57.
- Svejenova, S., Pedersen, J., & Vives, L. (2011). Projects of passion: Lessons for strategy from temporary art. *Advances in Strategic Management*, 28, 501–527.
- Szulanski, G., & Amin, K. (2001). Learning to make strategy: Balancing discipline and imagination. *Long Range Planning*, 34(5), 533–535.
- Thomas, S., Pervan, S., & Nuttall, P. (2009). Marketing orientation and arts organisations: The case for business sponsorship. *Marketing Intelligence and Planning*, 27(6), 736–752.
- Thomson, G. (2010). The art and science of experiential leadership: Culture at the core of process change success. *Journal of Business Strategy*, 31(4), 85–89.
- Throsby, D. (2001). *Economics and culture*. Cambridge: Cambridge University Press.
- Townsend, A. (2000). An exploratory study of administrative workers in the arts: Are they really different from for-profit workers? *Public Personnel Management*, 29(3), 423–433.
- Wikipedia. *Bibliographic coupling*. (2015). Retrieved from: https://en.wikipedia.org/wiki/Bibliographic_coupling (July 2015) .
- Witkowski, T. (1990). Marketing thought in American decorative arts. *Journal of the Academy of Marketing Science*, 18(4), 365–368.