

Conceptual Analysis of Marketing Management in Digital Companies: A Systematic Literature Review

I Dewa Gede Aristana^{1*}, I Putu Hendika Permana²

Digital Business Study Program, Institut Bisnis dan Teknologi Indonesia (INSTIKI) ^{1*,2}

Article Info	ABSTRACT
<p>Corresponding Author: I Dewa Gede Aristana E-mail: dewa.aristana@instiki.ac.id</p>	<p>This systematic review of 50 global studies analyzes the practical applications of marketing management across diverse digital sectors. The study evaluates marketing strategies, technology integration, and consumer engagement tactics using qualitative and quantitative methodologies. Findings reveal that while advanced technologies like AI, AR/VR, and big data enhance personalization, their impact is often hindered by privacy concerns and integration barriers. Comparative analysis underscores the necessity of sector-specific strategies and culturally localized approaches. Although personalized content and influencer collaborations drive engagement, their effectiveness is limited by consumer skepticism and measurement challenges. Furthermore, organizational resistance and skill gaps remain significant implementation hurdles. This review concludes that an integrated, adaptive framework is essential for strategic decision-making and theoretical development in evolving digital markets.</p> <p>Keywords: Artificial Intelligence, Consumer Engagement, Digital Companies, Marketing Management</p>

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INTRODUCTION

Research on practical applications of marketing management in digital companies has emerged as a critical area of inquiry due to the rapid digital transformation reshaping business models and consumer engagement worldwide (Marwa et al., 2025; CHERNIAVSKA & Kaznodii, 2024). Since the early 2000s, marketing has evolved from traditional frameworks to incorporate digital channels such as social media, e-commerce platforms, and data analytics, significantly influencing global market dynamics (Esqueda-Walle et al., 2020; Önden, 2024). The proliferation of smartphones and internet access has accelerated this shift, with digital marketing now pivotal for customer acquisition, retention, and brand building across industries (Kappagantu et al., 2024; Suwastika, 2025). For instance, e-commerce giants like Amazon and Flipkart demonstrate how integrated digital strategies can drive market expansion and consumer loyalty (Kappagantu et al., 2024; Wang, 2023). This evolution holds substantial social and economic significance, as digital marketing fosters

competitive advantage and innovation in increasingly saturated markets (Kulyniak & Holovetskyi, 2023; Chowdhury, 2024).

Despite extensive research on digital marketing tools and strategies, a specific problem persists in understanding how diverse digital companies implement marketing management practices in varied contexts (Zhao et al., 2025; Binoyc et al., 2024). Existing literature often focuses on isolated sectors or technologies, such as gaming (Yan, 2025), augmented reality (Pang, 2024), or the metaverse (Yadav et al., 2024), without comprehensive cross-sector comparisons (Parveen et al., 2024; Bhutto et al., 2025). Moreover, debates continue regarding the effectiveness of different digital tactics, with some studies emphasizing data-driven personalization (Trivedi, 2025; Nwabekee et al., 2024), while others highlight challenges like organizational resistance and ethical concerns (Chowdhury, 2024; Hafezieh et al., 2023). This fragmented knowledge creates a gap in synthesizing practical applications across digital companies, limiting strategic insights for managers aiming to optimize marketing performance (Kolodnik, 2024; Gagauz, 2024). The consequences include missed opportunities for innovation and suboptimal resource allocation in digital marketing efforts (Zhang, 2024; Adesoye, 2024).

To address this, the conceptual framework integrates marketing management principles with digital transformation theories, emphasizing the interplay between digital tools, consumer behavior, and organizational capabilities (CHERNIAVSKA & Kaznodii, 2024; Dunayev et al., 2022; Fuks, 2024). Marketing management is defined as the strategic planning and execution of marketing activities to achieve organizational goals (Lestari, 2023), while digital transformation involves adopting digital technologies to enhance marketing effectiveness and customer engagement (Sestino et al., 2024). This framework links these concepts to explore how digital companies adapt marketing practices to dynamic environments, guided by data analytics, agile methodologies, and customer-centric approaches (Olson et al., 2024; Hafezieh et al., 2023).

The purpose of this systematic review is to compare practical marketing management applications across different digital companies, identifying common strategies, sector-specific adaptations, and emerging trends (Albashori et al., 2025; Fatmah et al., 2024). By synthesizing diverse empirical studies and theoretical insights, this review contributes to bridging the knowledge gap and offers actionable recommendations for practitioners and scholars (Nadeak et al., 2024; Yulianti et al., 2025). It aims to enhance understanding of how digital marketing management drives competitive advantage and sustainable growth in varied digital business contexts (Jin, 2025; Makedon, 2025).

This review employs a comprehensive literature synthesis methodology, selecting peer-reviewed articles from 2019 to 2025 that focus on digital marketing management in diverse digital sectors (Duarte & Silva, 2023; Gupta & Singh, 2023). The analysis applies a thematic framework to categorize marketing practices, technological adoption, and organizational factors (Alqahtani, 2024; Hartono, 2025). Findings are organized to highlight comparative insights, challenges, and future research directions, providing a structured overview of the field (Parveen et al., 2024; Santosa et al., 2024).

METHOD

Agency The approach used in this research is a qualitative one through a systematic literature review (SLR). This approach was chosen because the research problem is conceptual in nature and aims to build a comprehensive theoretical understanding of marketing management in the context of digital firms. SLR allows researchers to identify, assess, and synthesize findings from various previous studies in a structured manner, thereby obtaining a comprehensive picture of the development of digital marketing concepts and practices (Andrianie et al., 2024; Junaidi and Rohmani, 2024).

The approach process was carried out in stages, starting with the formulation of the research focus and research questions, which led to a search for relevant literature. Next, a secondary data search strategy was conducted through reputable scientific databases such as Scopus, ScienceDirect, Emerald Insight, and Google Scholar using a combination of predetermined keywords, including digital marketing management, marketing strategy in digital firms, and marketing transformation.

After data collection, literature was selected based on inclusion and exclusion criteria to ensure its suitability to the research topic. Literature that met the criteria was then analyzed using conceptual synthesis analysis techniques, which grouped concepts and findings based on themes, theories, or methodological approaches. From the results of this analysis, the researchers compiled a concept map depicting the interrelationships between elements in digital marketing management.

The problem-solving strategy focused on developing a conceptual model that explains the relationship between digital strategy, marketing technology, and customer experience as an integral part of marketing management in digital companies. This model is expected to provide a theoretical solution to the limited, fragmented understanding in the current literature.

Through a systematic approach and a well-planned analysis strategy, this research not only provides a comprehensive overview of the development of digital marketing management concepts but also presents a theoretical framework that can serve as a basis for future marketing research and practice.

RESULTS AND DISCUSSION

Descriptive Summary of the Studies

This section maps the research landscape of the literature on Practical applications of marketing management in digital companies: A comparison of practices across different digital companies, encompassing a diverse range of digital sectors including gaming, e-commerce, SMEs, and multinational corporations. The studies employ various methodologies

such as case studies, surveys, qualitative interviews, and literature reviews, with geographic focuses spanning Asia, Europe, Latin America, and global contexts. This comparative analysis addresses key research questions by synthesizing insights on marketing strategies, technology adoption, consumer engagement, operational challenges, and cross-industry benchmarking, thereby providing a comprehensive understanding of marketing management practices in the digital era.

This study collected 657 candidate papers (513 from the search query + 144 from citation search) and applied relevance ranking so that the most relevant studies appeared at the top of the final paper table. The researchers found 645 papers relevant to the research query. Of these 645 papers, 50 were highly relevant.

Table 1. Descriptive Summary of the Studies

Study	Marketing Strategy Types	Technology Adoption Level	Consumer Engagement Effectiveness	Operational Challenges	Cross-Industry Benchmarking
(Yan, 2025)	Social media, influencer, content marketing dominant in gaming	Moderate use of data-driven advertising and platforms	High engagement and retention via interactive campaigns	Competition for market share, platform limitations	Gaming sector compared Tencent and NetEase
(Pang, 2024)	AR-driven marketing for product display and customer service	High adoption of AR technology for immersive experiences	Enhanced customer interaction through AR	Integration complexity and cost barriers	Cross-sector AR application trends
(Yadav et al., 2024)	Agile marketing with VR in metaverse brand experiences	Advanced VR and agile methodologies implemented	Personalized, immersive brand experiences	Technological barriers, privacy concerns	Metaverse applications across fashion, automotive, food
(Duarte & Silva, 2023)	SEO and social media marketing in consulting vs retail	Use of SEO tools and Instagram marketing	Varied effectiveness; retail stronger in social media	Knowledge gaps and resource constraints	Comparison of consulting and retail digital marketing
(Kappagantu et al., 2024)	Social media, influencer, continuous advertising in e-commerce	Moderate technology use; entertainment integration	Amazon shows superior consumer engagement	Flipkart limited by narrower marketing scope	E-commerce platforms Amazon vs Flipkart
(Trivedi, 2025)	Big data, AI, social media, personalization strategies	High integration of AI and big data analytics	Real-time engagement and personalized content	Privacy, ethics, and channel unification challenges	Broad digital marketing strategy overview
(Marwa et al., 2025)	Omni-channel, AI, content marketing in international marketing	Extensive use of AI, big data, mobile, blockchain	Enhanced global customer targeting and loyalty	Data privacy, cultural differences, consumer fatigue	International marketing digital transformation
(Albashori et al., 2025)	Social media, SEO, email, influencer marketing in e-commerce	Moderate adoption of personalization and analytics	Strong influence on trust, purchase behavior	Content quality and responsiveness issues	E-commerce consumer behavior case study
(Zhao et al., 2025)	Data-driven personalized promotion for SMEs	Use of social media, SEO, content marketing	Improved brand image and marketing effectiveness	Resource limitations and strategic framework gaps	SME marketing in digital era
(Jin, 2025)	Sophisticated digital marketing management	Emphasis on innovative	Focus on achieving expected marketing outcomes	Adaptability to social development challenges	E-commerce marketing

Study	Marketing Strategy Types	Technology Adoption Level	Consumer Engagement Effectiveness	Operational Challenges	Cross-Industry Benchmarking
	models in e-commerce	management models			management innovation
(Nadeak et al., 2024)	Online social media integration and ecosystem strategies	Use of integrated digital media platforms	Active consumer co-creation and engagement	Difficulty in measuring social media effectiveness	Strategic integration of social media marketing
(Suwastika, 2025)	Content marketing, SEO, influencer collaboration	High use of data-driven personalization	Increased retention and conversion rates	Varies by industry and execution agility	SME and large enterprise digital marketing
(Olson et al., 2024)	Digital tactics aligned with business strategies	Varied adoption depending on business strategy	Effectiveness varies by marketing priority	Strategic alignment challenges	Business strategy perspective on digital tactics
(Kolodnik, 2024)	Strategic, analytical, operational digital marketing metrics	Moderate adoption of digital transformation principles	Professional flexibility enhances marketing success	Need for continuous development and assessment	Assessment of digital marketing management
(CHERNIAVSKA & Kaznodii, 2024)	Analytics, AI, content, social media, blockchain	High adoption of AI, automation, blockchain	Personalized offers and interactive content	Rapid tech changes require constant adaptation	Innovative marketing management systems
(Kulyniak & Holovetskyi, 2023)	Websites, SEO, social media, VR, chatbots	Broad use of digital marketing tools	Increased brand awareness and communication	Rapid tech changes and competitive environment	Role and challenges of digital tools
(Sestino et al., 2024)	Internal/external marketing in digital transformation	Focus on culture, leadership, and digital skills	Digital transformation accelerates marketing processes	Organizational resistance and skill gaps	Dual perspective on digital transformation
(Pano et al., 2024)	Website and internet marketing in manufacturing SMEs	Spontaneous use, low strategic alignment	Limited but growing customer interaction	Lack of defined goals and poor planning	SME manufacturing digital marketing
(Alqahtani, 2024)	IoT-enabled personalized marketing in e-commerce	High IoT integration for data collection and analysis	Personalized product experiences and services	Technology and data management complexity	IoT impact on e-commerce marketing
(Nwabekee et al., 2024)	Data analytics and CRM-driven marketing strategies	Extensive use of data analytics and CRM tools	Enhanced customer engagement and decision-making	Data privacy and integration challenges	Data-driven marketing transformation
(Білоус et al., 2024)	Big data, AI, cloud, IoT, blockchain integration	High adoption of multiple digital technologies	Personalized marketing and operational optimization	Ethical and privacy concerns	Integration of digital tech in marketing
(Parveen et al., 2024)	Social media marketing with cultural customization	Use of data analytics for intent-driven campaigns	Maximized engagement through platform features	Need for cultural adaptability	Global brand social media strategies
(Chen, 2024)	Hyper-personalization, influencer, international expansion	Use of social media and e-commerce platforms	Strong domestic engagement, global challenges	Cultural authenticity and personalization issues	Chinese beauty brand digital marketing
(Zhang, 2024)	Localized digital marketing with cultural sensitivity	Moderate technology	Enhanced workforce and innovation	Cultural complexity and skill shortages	European enterprise digital marketing

Study	Marketing Strategy Types	Technology Adoption Level	Consumer Engagement Effectiveness	Operational Challenges	Cross-Industry Benchmarking
		adoption with cultural focus			
(Santosa et al., 2024)	Personalized social media campaigns and promotions	Moderate use of targeted online marketing	Positive impact on purchase intent and loyalty	Consumer skepticism of aggressive tactics	Indonesian e-commerce consumer behavior
(Adesoye, 2024)	AI, CRM, social media analytics for small businesses	Adoption of scalable, cost-effective marketing tech	Improved customer experience and ROI	Budget and expertise limitations	Small business marketing technology
(Silva et al., 2024)	Digital marketing in low-income small businesses	Limited knowledge and resource constraints	Low content creation and engagement	Competition and measurement difficulties	Small business challenges in digital marketing
(Chowdhury, 2024)	Data-driven, personalized campaigns in FMCG	Moderate to high adoption of AI and analytics	Enhanced consumer engagement and global reach	Organizational resistance and tech constraints	FMCG sector digital marketing adoption
(Bhutto et al., 2025)	Psychological marketing, AI insights, agile teams	Advanced AI and CRM integration	Strong brand storytelling and influencer use	Need for adaptive management frameworks	Leading global companies marketing
(Esqueda-Walle et al., 2020)	Segmented marketing with social media focus	Moderate use of SEO and analytics tools	Need for manager training and performance assessment	Data comparability and resource limitations	Cross-border digital marketing case studies
(Perker, 2020)	Internet marketing strategies for global brands	Varied adoption based on brand and region	Efficiency varies across international markets	Budget and intellectual resource allocation	International brand marketing comparison
(Fatmah et al., 2024)	Digital marketing supporting rapid startup scaling	Use of B2B/B2C digital marketing and advanced tech	Marketing strategy critical for startup growth	Pressure for rapid growth and cultural challenges	Digital startup growth factors
(Gagauz, 2024)	Lead generation, CRM, social media advertising	Moderate adoption of digital tools	Offline purchase preference remains strong	Lack of end-to-end analytics	Moldovan entrepreneurship marketing
(Makedon, 2025)	Digital platforms and personalized marketing systems	High integration of analytics and AI	Enhanced customer interaction and personalization	Need for digital platform optimization	Marketing potential in digital business
(Dunayev et al., 2022)	Big data, cloud, blockchain in marketing management	High adoption of digitalization technologies	Positive impact on marketing management	Strategic digitalization decisions required	Digitalization in commercial marketing
(Garafonova et al., 2025)	Innovative marketing with AI and digital tools	Advanced use of AI and adaptive management	Focus on personalized consumer experience	Rapid innovation adoption necessary	Innovative marketing system transformation
(Gupta & Singh, 2023)	Digital marketing model validation in IT sector	Moderate adoption of digital buying behavior models	Empirical validation of marketing success factors	Data collection challenges during COVID	Software development industry marketing
(Jiang, 2023)	Personalization, influencer, AR/VR in sportswear	Moderate to high technology use	Recommendations for enhanced engagement	Optimization and transparency challenges	Adidas digital marketing strategy
(Fuks, 2024)	Data analytics, agile marketing structures in IT	High use of big data and agile frameworks	Agile teams improve adaptability and marketing	Organizational structure challenges	IT companies marketing capabilities
(Hafezieh et al., 2023)	Hacking marketing: agile, data-driven expertise	Adoption of experimental, multidisciplinary practices	Iterative, measurable marketing value creation	Need for training and education reform	Marketing expertise development

Study	Marketing Strategy Types	Technology Adoption Level	Consumer Engagement Effectiveness	Operational Challenges	Cross-Industry Benchmarking
(Arango & Jaramillo, 2013)	Web presence, SEM, mobile marketing in textiles	Basic digital marketing tool use	Common practices in small textile firms	Limited digital marketing sophistication	Textile micro and small enterprises
(Victorino et al., 2020)	Strategic digital marketing in technology parks	Knowledge gaps in tool use and metrics	Barriers in strategy formation and execution	Need for monitoring and knowledge improvement	Small tech company marketing
(Hartono, 2025)	Social media, influencer, personalized content	Moderate adoption of adaptive digital marketing	Influences brand awareness and purchase decisions	Need for two-way communication strategies	Indonesian e-commerce consumer behavior
(Önden, 2024)	User acceptance, content quality, planned behavior	Bibliometric analysis of digital marketing research	Identified research gaps in user-generated content	Need for further study on online user behavior	Digital marketing management review
(HANBHOGAR & Murthy, 2024)	Social media, influencer, flash sales in electronics	Moderate technology use with customer feedback	Strong brand engagement and sales impact	Recommendations for campaign diversification	Xiaomi digital marketing strategies
(Wang, 2023)	Innovation and consumer behavior in e-commerce	Evolutionary digital marketing strategies	Adaptability and foresight in marketing	Reliance on secondary data limits findings	Amazon digital marketing evolution
(Lestari, 2023)	Customer-centric, data-driven segmentation and branding	Moderate to high adoption of digital marketing	Emphasis on brand equity and consumer targeting	Need for interdisciplinary collaboration	Strategic marketing management overview
(Podzorova et al., 2019)	Website, SEO, contextual advertising for services	Moderate use of combined digital marketing tools	Increased customer attraction and efficiency	Traditional tool limitations addressed	Service promotion efficiency
(Yulianti et al., 2025)	SEO, social media, interactive content, analytics	High innovation and rapid technology adaptation	Expanded reach and personalized experiences	Continuous innovation required	Digital marketing innovation for competitiveness

Critical Analysis and Synthesis

The reviewed literature on practical applications of marketing management in digital companies reveals a rich diversity of approaches and technological integrations across various digital sectors. A prominent theme is the emphasis on emerging technologies such as AI, AR, and data analytics, which are widely recognized for enhancing consumer engagement and personalization. However, the studies also highlight significant challenges, including organizational resistance, cultural adaptation, and measurement difficulties. Methodological approaches vary, with a mix of qualitative case studies, surveys, and literature reviews, each contributing unique insights but also presenting limitations in generalizability and comparative analysis. Overall, the literature provides valuable strategic frameworks and empirical findings but often lacks comprehensive cross-sectoral comparisons and robust longitudinal data.

Table 2. Critical Analysis and Synthesis

Aspect	Strengths	Weaknesses
Integration of Emerging Technologies	<p>Many studies demonstrate the effective use of advanced technologies such as AI, AR, IoT, and data analytics to enhance marketing personalization, consumer engagement, and operational efficiency, showcasing innovative applications in sectors like gaming, e-commerce, and manufacturing (Pang, 2024) (Marwa et al., 2025) (Alqahtani, 2024) (Nwabekee et al., 2024) (Adesoye, 2024). These technologies enable real-time insights and adaptive marketing strategies, contributing to competitive advantage and customer loyalty (CHERNIAVSKA & Kaznodii, 2024) (Nwabekee et al., 2024).</p> <p>The literature includes comparative studies that benchmark marketing strategies between companies within specific sectors, such as gaming (Tencent vs. NetEase), e-commerce (Amazon vs. Flipkart), and consultancy vs. retail digital firms, providing sector-specific insights and best practices (Perker, 2020) (Fatmah et al., 2024). The literature also includes comparative studies that benchmark marketing strategies between companies within specific sectors, such as gaming (Tencent vs. NetEase), e-commerce (Amazon vs. Flipkart), and consultancy vs. retail digital firms, providing sector-specific insights and best practices (Perker, 2020) (Fatmah et al., 2024). The literature also includes comparative studies that benchmark marketing strategies between companies within specific sectors, such as gaming (Tencent vs. NetEase), e-commerce (Amazon vs. Flipkart), and consultancy vs. retail digital firms, providing sector-specific insights and best practices (Perker, 2020) (Fatmah et al., 2024).</p>	<p>Despite the enthusiasm for technology adoption, several papers acknowledge challenges related to technological barriers, high costs, and privacy concerns that limit full implementation and scalability (Yadav et al., 2024) (Binoyc et al., 2024) (Chowdhury, 2024). Moreover, the rapid pace of technological change creates difficulties in maintaining up-to-date capabilities and integrating new tools cohesively within existing marketing frameworks (Kulyniak & Holovetskyi, 2023) (Chowdhury, 2024).</p>
Comparative Analysis Across Digital Sectors	<p>The literature includes comparative studies that benchmark marketing strategies between companies within specific sectors, such as gaming (Tencent vs. NetEase), e-commerce (Amazon vs. Flipkart), and consultancy vs. retail digital firms, providing sector-specific insights and best practices (Perker, 2020) (Fatmah et al., 2024). The literature also includes comparative studies that benchmark marketing strategies between companies within specific sectors, such as gaming (Tencent vs. NetEase), e-commerce (Amazon vs. Flipkart), and consultancy vs. retail digital firms, providing sector-specific insights and best practices (Perker, 2020) (Fatmah et al., 2024). The literature also includes comparative studies that benchmark marketing strategies between companies within specific sectors, such as gaming (Tencent vs. NetEase), e-commerce (Amazon vs. Flipkart), and consultancy vs. retail digital firms, providing sector-specific insights and best practices (Perker, 2020) (Fatmah et al., 2024).</p>	<p>However, cross-sectoral comparisons remain limited and often lack depth, with many studies focusing on single industries or regions, reducing the ability to generalize findings across diverse digital enterprises (Perker, 2020) (Fatmah et al., 2024). The heterogeneity of digital companies and their markets complicates direct comparisons, and few studies systematically address this complexity (Zhang, 2024) (Gagauz, 2024).</p>
Consumer Engagement and Personalization	<p>Research consistently highlights the critical role of personalized content, influencer marketing, and social media engagement in shaping consumer behavior and brand loyalty, especially in e-commerce and FMCG sectors (Albashori et al., 2025) (Santosa et al., 2024) (Chowdhury, 2024) (Hartono, 2025). The use of data-driven personalization and interactive content is shown to enhance trust and purchase intent (Suwastika, 2025) (Chen, 2024).</p>	<p>Despite recognizing personalization's importance, some studies report difficulties in measuring the effectiveness of consumer engagement tactics and integrating multi-channel strategies cohesively (Nadeak et al., 2024) (Gagauz, 2024). Additionally, challenges such as consumer skepticism and digital fatigue may undermine engagement efforts if not carefully managed (Santosa et al., 2024) (Chowdhury, 2024).</p>
Methodological Approaches and Data Quality	<p>The body of research employs diverse methodologies, including qualitative case studies, surveys, mixed methods, and bibliometric analyses, which enrich understanding from multiple perspectives and contexts (Esqueda-Walle et al., 2020) (Gupta & Singh, 2023) (Önden, 2024). The use of triangulation and expert panels in some studies enhances data validity and reliability (Esqueda-Walle et al., 2020).</p>	<p>Many studies rely heavily on secondary data or limited sample sizes, which constrain the robustness and generalizability of conclusions (Gupta & Singh, 2023) (Wang, 2023). There is a notable scarcity of longitudinal research to assess the long-term impact of digital marketing strategies, and some papers lack rigorous performance metrics or standardized evaluation frameworks (Nadeak et al., 2024) (Gagauz, 2024).</p>
Organizational and Cultural Challenges	<p>Several papers address internal barriers such as organizational resistance, skill gaps, and the need for cultural adaptation in implementing digital marketing strategies, particularly in multinational and SME contexts (Sestino et al., 2024) (Zhang, 2024) (Chowdhury, 2024) (Victorino et al., 2020). Emphasis on leadership, training, and agile management practices is identified as crucial for successful digital transformation (Sestino et al., 2024) (Binoyc et al., 2024) (Chowdhury, 2024). (Hafezieh et al., 2023).</p>	<p>Nonetheless, the literature often underexplores the nuanced cultural and regional differences that affect marketing strategy effectiveness, especially in diverse markets like Europe and Asia (Zhang, 2024) (Chowdhury, 2024). Furthermore, the integration of ethical considerations and data privacy remains insufficiently addressed in practical frameworks (Binoyc et al., 2024) (Chowdhury, 2024).</p>
Strategic Alignment and Marketing Management Models	<p>The studies provide comprehensive models linking digital marketing tactics to broader business strategies, highlighting the importance of alignment with organizational goals, customer-centricity, and agile marketing management (Trivedi, 2025) (Olson et al., 2024) (Kulyniak & Holovetskyi, 2023) (Lestari, 2023). Innovative marketing management systems incorporating CRM, automation, and analytics are shown to improve marketing efficiency (Yulianti et al., 2025).</p>	<p>However, there is a tendency for some research to treat digital marketing tools as isolated tactics rather than integrated components of a holistic strategy, leading to fragmented implementation (Nadeak et al., 2024) (Kulyniak & Holovetskyi, 2023). Additionally, the dynamic nature of digital markets demands continuous adaptation, which many models do not fully capture or operationalize (Olson et al., 2024) (Yulianti et al., 2025).</p>

Aspect	Strengths	Weaknesses
Measurement and Performance Evaluation	and adaptability (Kolodnik, 2024) (CHERNIAVSKA & Kaznodii, 2024) (Nwabekee et al., 2024).	
	Several papers emphasize the importance of data analytics and performance measurement in optimizing digital marketing strategies, with advanced tools enabling real-time monitoring and ROI assessment (Nwabekee et al., 2024) (Podzorova et al., 2019). The use of marketing management indices and strategic KPIs is proposed to enhance decision-making (Kolodnik, 2024).	Despite these advances, many organizations struggle with end-to-end analytics capabilities and lack comprehensive metrics to evaluate the full customer journey and campaign effectiveness, limiting strategic insights (Gagauz, 2024) (Nadeak et al., 2024). The complexity of digital ecosystems and data privacy constraints further complicate accurate measurement (Білоус et al., 2024) (Chowdhury, 2024).

Thematic Review of Literature

The literature on marketing management in digital companies reveals several dominant themes that emphasize the integration of digital technologies, consumer engagement strategies, and organizational adaptation. A substantial focus is placed on the adoption of emerging technologies such as AI, AR, IoT, and data analytics to enhance personalization, efficiency, and competitive advantage. Comparative analyses across diverse digital sectors highlight varying marketing practices tailored to industry-specific challenges and consumer behaviors. Additionally, discussions on strategic frameworks underscore the importance of agile methodologies, data-driven decision-making, and cultural adaptability in optimizing digital marketing management.

Table 3. Thematic Review of Literature

Theme	Appears In	Theme Description
Integration of Emerging Technologies in Digital Marketing	28/50 Papers	The adoption of technologies like AI, AR, IoT, Big Data analytics, and CRM systems is central to transforming digital marketing practices. These technologies enable personalized marketing, immersive consumer experiences, predictive analytics, and automation, driving improved engagement and ROI across sectors such as gaming, e-commerce, and manufacturing (Pang, 2024) (Yadav et al., 2024) (Trivedi, 2025) (Marwa et al., 2025) (Alqahtani, 2024) (Nwabekee et al., 2024) (Adesoye, 2024) (Dunayev et al., 2022). The evolution toward immersive and interactive marketing experiences, particularly with AR and metaverse applications, marks a paradigm shift in consumer-brand engagement.
Consumer Engagement and Personalization Strategies	24/50 Papers	Effective consumer engagement through personalization, influencer marketing, social media, and content quality consistently emerges as a key driver of marketing success. Personalized content and interactive platforms foster trust, loyalty, and higher purchase intent, as evidenced in gaming, e-commerce, and beauty sectors (Yan, 2025) (Albashori et al., 2025) (Chen, 2024) (Santosa et al., 2024) (Hartono, 2025). Studies also emphasize the importance of culturally sensitive messaging tailored to diverse demographics and local consumer behaviors to optimize engagement (Parveen et al., 2024) (Zhang, 2024).
Comparative Marketing Across Industries	Digital Practices 22/50 Papers	Cross-sector comparisons reveal distinct marketing management approaches influenced by industry characteristics and target markets. For instance, gaming companies prioritize player retention via influencer and social media marketing, whereas e-commerce firms focus on integrated platforms and diversified content strategies (Yan, 2025) (Kappagantu et al., 2024) (Jin, 2025) (Gagauz, 2024). Regional and SME-focused studies highlight challenges and opportunities unique to smaller enterprises and cultural contexts, informing tailored strategic interventions (Zhao et al., 2025) (Pano et al., 2024) (Silva et al., 2024).

Theme	Appears In	Theme Description
Strategic Frameworks and Organizational Adaptation	21/50 Papers	Agile methodologies, data-driven decision-making, and integrated digital marketing systems are vital for maintaining competitiveness in digital markets. Marketing management increasingly incorporates continuous performance assessment, cross-functional teams, and flexible strategy deployment to respond rapidly to technological and consumer trends (Nadeak et al., 2024) (Olson et al., 2024) (Kolodnik, 2024) (CHERNIAVSKA & Kaznodii, 2024) (Fuks, 2024) (Hafezieh et al., 2023). Leadership, digital literacy, and change management skills are critical enablers of successful digital transformation (Sestino et al., 2024) (Chowdhury, 2024).
Challenges and Barriers in Digital Marketing Implementation	15/50 Papers	Challenges such as organizational resistance, data privacy concerns, technological constraints, and lack of skilled personnel impede digital marketing adoption. Studies identify the need for specialized training, cultural sensitivity, and strategic alignment to overcome these barriers, particularly within multinational and SME contexts (Kulyniak & Holovetskyi, 2023) (Білоуц et al., 2024) (Zhang, 2024) (Chowdhury, 2024) (Victorino et al., 2020). The complexity of integrating digital tools with traditional marketing approaches also presents operational challenges (Білоуц et al., 2024).
Role of Data Analytics and Measurement in Marketing Effectiveness	14/50 Papers	Data analytics plays a pivotal role in optimizing marketing strategies by enabling market segmentation, predictive modeling, and real-time campaign adjustments. Measurement of marketing effectiveness remains a focus, with calls for improved end-to-end analytics to accurately assess digital marketing impact on consumer behavior and ROI (Trivedi, 2025) (Olson et al., 2024) (Nwabekee et al., 2024) (Gagauz, 2024). The integration of analytics tools with CRM systems enhances personalized customer relationship management.
Digital Marketing in Small and Medium Enterprises (SMEs)	13/50 Papers	SMEs leverage cost-effective digital tools for competitive positioning but face resource limitations and knowledge gaps. Research underscores the importance of capacity building, technical support, and tailored digital marketing frameworks to empower SMEs in diverse regions, including developing economies (Zhao et al., 2025) (Pano et al., 2024) (Adesoye, 2024) (Silva et al., 2024) (Victorino et al., 2020). The adoption of innovative technologies by SMEs fosters growth and market adaptation despite challenges.
Innovative Marketing Models and Digital Transformation	12/50 Papers	Innovative marketing management models incorporate automation, AI, blockchain, and integrated digital ecosystems to enhance strategic marketing capabilities. Digital transformation is framed as a continuous, dynamic process requiring alignment of technology, organizational culture, and marketing functions to sustain competitive advantage (CHERNIAVSKA & Kaznodii, 2024) (Makedon, 2025) (Garafonova et al., 2025) (Podzorova et al., 2019) (Yulianti et al., 2025). These models promote personalized customer experiences and adaptability to fast-changing digital environments.
Regional and Cultural Adaptations in Digital Marketing	11/50 Papers	Cultural nuances and regional market characteristics significantly influence digital marketing strategies. European, Asian, Latin American, and African contexts demonstrate varying adoption rates, consumer behavior patterns, and regulatory challenges, necessitating localized approaches for effectiveness (Parveen et al., 2024) (Zhang, 2024) (Santosa et al., 2024) (Silva et al., 2024) (Hartono, 2025). Customization of content and strategic use of local digital platforms enhance market penetration and brand loyalty.
Marketing Management in Digital Start-ups and High-Growth Companies	9/50 Papers	Digital start-ups and rapidly scaling companies prioritize innovation in marketing strategies, leveraging digital marketing for accelerated growth and competitive advantage. Key growth drivers include technology adoption, marketing strategy, networks, and partnerships that support massive and rapid business scaling (Fatmah et al., 2024) (Gupta & Singh, 2023). The unique demands of start-up environments require agile and adaptive marketing management.
Integration of Traditional and Digital Marketing	7/50 Papers	Emphasis is placed on synergistic integration rather than replacement of traditional marketing by digital tools. Combining offline and online strategies enhances overall customer experience and conversion rates, especially in B2C sectors (Білоуц et al., 2024) (Gagauz, 2024). The challenge lies in balancing digital innovation with established marketing practices to maximize impact.

Theme	Appears In	Theme Description
Marketing Management in IT and Software Development Companies	6/50 Papers	IT companies focus on leveraging information capabilities, agile organizational structures, and advanced data analytics to optimize digital product marketing. Emphasis is placed on cross-functional collaboration and technology partnerships to maintain competitive edge (Gupta & Singh, 2023) (Fuks, 2024). Tailored marketing models address industry-specific buyer behaviors and rapid technological evolution.

Chronological Review of Literature

The literature on practical applications of marketing management in digital companies has evolved significantly over time. Early studies laid foundational frameworks and explored digital marketing adoption in various sectors. More recent research has focused on innovative technologies such as AI, AR, IoT, and the metaverse, highlighting their influence on marketing strategies and consumer engagement. Comparative studies across different digital industries provide insights into strategic adaptation, effectiveness, and emerging challenges in the digital marketing landscape.

Table 4. Chronological Review of Literature

Year Range	Research Direction	Description
2013–2020	Foundational Studies and Framework Development	Initial research explored digital marketing practices in small and medium enterprises and established conceptual frameworks. Focus was on web presence, search engine marketing, and digital marketing tools usage in various industries, including textiles and technology parks. Mixed-method and case study approaches were common to understand digital marketing adoption and its impact on business growth.
2022–2023	Digital Models and Organizational Capabilities	Emphasis on developing theoretical models for digital marketing effectiveness and organizational strategies for digital product marketing. Studies investigated the role of digitalization technologies, marketing expertise development, and digital marketing management assessment. Research also highlighted challenges faced by small businesses and emerging digital marketing practices in software and FMCG sectors.
2024	Expansion of Technology-Driven Marketing Strategies	Research highlighted the integration of emerging technologies such as AR, AI, big data analytics, and IoT into marketing management. Comparative analyses addressed sector-specific marketing strategies and consumer engagement tactics. Studies examined digital marketing in gaming, e-commerce, beauty, and manufacturing sectors, emphasizing data-driven personalization, social media marketing, and cultural adaptability. Challenges around ethical considerations, privacy, and organizational resistance were also explored.
2025	Advanced and Optimization in Digital Marketing	Recent works focus on innovative marketing management systems leveraging AI, blockchain, CRM tools, and immersive technologies like the metaverse. Emphasis is placed on agile marketing, personalized customer experiences, and strategic integration of digital tools across global and local digital companies. Research identifies best practices, operational challenges, and the evolving role of digital marketing in sustaining competitive advantage and driving business growth in diverse digital industries.

Agreement and Divergence Across Studies

The reviewed studies reveal broad consensus on the critical role of digital technologies and data-driven approaches in enhancing marketing management across digital companies. Most studies emphasize the importance of personalized, customer-centric strategies, integration of emerging technologies like AI and AR, and the use of social media and influencer marketing to boost consumer engagement. However, divergences arise concerning the extent and sophistication of technology adoption, especially between SMEs and large corporations, and in the operational challenges companies face adapting to digital

marketing frameworks. Variations in industry context, company size, geographic focus, and research methods contribute to these differences.

Table 5. Agreement and Divergence Across Studies

Comparison Criterion	Studies in Agreement	Studies in Divergence	Potential Explanations
Marketing Strategy Types	<p>There is consensus that integrated, multi-channel digital marketing strategies combining social media, influencer marketing, content marketing, SEO, and data analytics are effective and widely adopted (Yan, 2025) (Trivedi, 2025) (Albashori et al., 2025) (Suwastika, 2025) (CHERNIAVSKA & Kaznodii, 2024) (Parveen et al., 2024). Personalized and customer-centric approaches are repeatedly emphasized (Trivedi, 2025) (Suwastika, 2025) (CHERNIAVSKA & Kaznodii, 2024) (Yulianti et al., 2025). Agile and iterative marketing practices are also recognized as beneficial (Yadav et al., 2024) (Hafezieh et al., 2023).</p>	<p>Some studies highlight strategy differences by company type or size; for instance, SMEs often employ simpler, less integrated strategies with resource constraints (Zhao et al., 2025) (Adesoye, 2024) (Silva et al., 2024) (Victorino et al., 2020), whereas large enterprises apply more complex, innovative models incorporating AI, IoT, and CRM (Alqahtani, 2024) (Makedon, 2025) (Fuks, 2024). Specific sector differences exist, e.g., gaming companies focus heavily on player engagement via influencer and content marketing (Yan, 2025), while e-commerce firms emphasize promotions and platform diversification (Kappagantu et al., 2024) (Wang, 2023).</p>	<p>Differences reflect company size, industry sector, resource availability, and market maturity. SMEs face budget and expertise limitations, while large firms invest in advanced tech and integrated approaches. Sector-specific consumer behaviors also shape strategy focus.</p>
Technology Adoption Level	<p>Studies agree on the growing integration of emerging technologies such as AI, big data analytics, CRM, AR/VR, IoT, and blockchain to enhance marketing effectiveness (Pang, 2024) (Trivedi, 2025) (CHERNIAVSKA & Kaznodii, 2024) (Alqahtani, 2024) (Nwabekee et al., 2024) (Билоyc et al., 2024), while others have made significant strides in digital data-driven personalization and automation tools is seen as critical for competitive advantage (Trivedi, 2025) (Suwastika, 2025) (Nwabekee et al., 2024). Use of agile methods supports technology integration (Yadav et al., 2024) (Hafezieh et al., 2023).</p>	<p>Divergences appear regarding the degree of adoption and sophistication; some SMEs still use digital tools sporadically and without strategic alignment (Pano et al., 2024) (Silva et al., 2024) (Makedon, 2025). Adoption of significant digital transformation (Zhao et al., 2025) like FMCG, face organizational and technological barriers limiting full integration (Chowdhury, 2024).</p>	<p>Variations are due to differences in organizational maturity, technology infrastructure, budget, and digital literacy. Emerging markets and SMEs may lag due to resource constraints or limited strategic direction, whereas multinational and tech-savvy firms lead adoption.</p>
Consumer Engagement Effectiveness	<p>There is agreement that personalized, interactive, and multi-channel engagement strategies, especially via social media and influencer marketing, significantly enhance consumer interaction, trust, and loyalty (Yan, 2025) (Albashori et al., 2025) (Suwastika, 2025) (CHERNIAVSKA & Kaznodii, 2024) (Parveen et al., 2024) (Santosa et al., 2024) (Hartono, 2025). Data analytics and CRM tools facilitate real-time, tailored communication that improves retention (Nwabekee et al., 2024) (Makedon, 2025).</p>	<p>Some studies note challenges in measuring effectiveness precisely due to limited analytics capabilities or fragmented data (Nadeak et al., 2024) (Gagauz, 2024). Others report regional or cultural differences affecting engagement success, especially in global brands adapting content locally (Parveen et al., 2024) (Chen, 2024) (Zhang, 2024).</p>	<p>Differences stem from disparities in analytics sophistication, and cultural contexts. Some companies lack end-to-end tracking, making assessment difficult. Multinational firms must balance global strategy with local consumer nuances.</p>

Comparison Criterion	Studies in Agreement	Studies in Divergence	Potential Explanations
Operational Challenges	Commonly identified challenges include rapid technological change, digital skills gaps, organizational resistance, data privacy concerns, and resource limitations (Trivedi, 2025) (Sestino et al., 2024) (Pano et al., 2024) (Binoyc et al., 2024) (Chowdhury, 2024) (Victorino et al., 2020). Ethical and privacy issues emerge as significant barriers in digital marketing adoption (Trivedi, 2025) (Marwa et al., 2025) (Binoyc et al., 2024).	Variability exists in the severity and nature of challenges: SMEs often struggle with knowledge and budget constraints (Silva et al., 2024) (Victorino et al., 2020), while large firms face complexity in integrating advanced technologies and managing cross-cultural digital campaigns (Zhang, 2024) (Chowdhury, 2024). Some sectors report specific hurdles, e.g., FMCG's internal resistance and ROI concerns (Chowdhury, 2024) vs. IT firms' emphasis on organizational agility (Fuks, 2024).	Divergences arise from company size, sector, geographic and cultural environments, and maturity of digital marketing infrastructure. SMEs lack resources and skills; larger firms encounter complexity and organizational inertia. Regulatory environments also differ by region.
Cross-Industry Benchmarking	Cross-sector analyses find commonalities in the use of social media, content marketing, and data analytics as key marketing pillars (Yan, 2025) (Kappagantu et al., 2024) (Suwastika, 2025) (CHERNIAVSKA & Kaznodii, 2024). The necessity of adaptation to consumer behavior and technological trends is universally stressed (Trivedi, 2025) (Garafonova et al., 2025) (Lestari, 2023). Agile marketing and digital transformation are recognized as critical across industries (Yadav et al., 2024) (Sestino et al., 2024) (Hafezieh et al., 2023).	Differences emerge in technology emphasis and strategy execution. Gaming companies prioritize player engagement and retention via influencer marketing (Yan, 2025), e-commerce focuses on personalization and promotions (Kappagantu et al., 2024) (Albashori et al., 2025), manufacturing SMEs show sporadic digital use without strategic integration (Pano et al., 2024), and FMCG companies face significant organizational barriers (Chowdhury, 2024).	Industry-specific consumer behaviors, product types, and competitive dynamics dictate marketing priorities and technology adoption. Digital maturity and complexity of offerings also influence marketing management approaches.

Theoretical and Practical Implications

Theoretical Implications

- a. The synthesis of findings underscores the evolving nature of marketing management in digital companies, highlighting the integration of emerging technologies such as AI, big data analytics, AR/VR, and IoT as central to contemporary marketing theories. These technologies facilitate personalized consumer engagement and data-driven decision-making, supporting and extending existing frameworks on customer-centric marketing and agile strategy adaptation (Trivedi, 2025; Marwa et al., 2025; Alqahtani, 2024).
- b. The reviewed literature challenges traditional marketing paradigms by emphasizing the dynamic interplay between digital platforms and consumer behavior, where real-time interaction, immersive experiences (e.g., metaverse), and social media ecosystems redefine brand-consumer relationships. This shift calls for theoretical models that incorporate digital ecosystems and co-creation of value with consumers (Yadav et al., 2024; Nadeak et al., 2024; Parveen et al., 2024).
- c. The role of behavioral economics principles in digital marketing, such as framing effects, loss aversion, and heuristics, is empirically supported, suggesting that psychological factors remain critical in shaping consumer decisions within digital contexts. This integration enriches marketing theory by bridging cognitive psychology

- and digital marketing strategy (Kappagantu et al., 2024; Bhutto et al., 2025).
- d. The literature reveals a gap in the exploration of user acceptance, user-generated content, and quality satisfaction within digital marketing research, indicating opportunities for theoretical advancement in understanding digital consumer behavior and engagement metrics (Önden, 2024).
 - e. The dual internal-external marketing management perspective in digital transformation highlights the importance of organizational culture, leadership, and e-leadership skills in successfully implementing digital marketing strategies, suggesting that marketing theory must incorporate organizational behavior and change management constructs (Sestino et al., 2024).
 - f. The findings support the conceptualization of innovative marketing management systems as complex, modular ecosystems that combine analytics, automation, and personalized communication, reinforcing the need for integrative theoretical models that capture the multifaceted nature of digital marketing management (CHERNIAVSKA & Kaznodii, 2024; Makedon, 2025).

Practical Implications

- a. For industry practitioners, the evidence advocates for the strategic adoption of advanced digital tools such as AI-driven analytics, CRM systems, and AR/VR technologies to enhance customer engagement, optimize marketing campaigns, and foster brand loyalty. Companies are encouraged to invest in continuous innovation and agile marketing practices to maintain competitive advantage in rapidly evolving digital markets (Trivedi, 2025; Nwabekee et al., 2024; Jiang, 2023).
- b. The comparative analyses of digital marketing practices across sectors (e.g., gaming, e-commerce, SMEs) emphasize the importance of tailoring strategies to specific industry contexts, consumer demographics, and cultural nuances, underscoring the need for localized and adaptive marketing approaches (Yan, 2025; Duarte & Silva, 2023; Zhang, 2024).
- c. The practical challenges identified, including technological barriers, data privacy concerns, and organizational resistance, highlight the necessity for comprehensive training programs, cross-functional collaboration, and ethical frameworks to support effective digital marketing implementation and compliance (Kulyniak & Holovetskyi, 2023; Chowdhury, 2024; Hafezieh et al., 2023).
- d. Small and medium-sized enterprises (SMEs) can leverage cost-effective digital marketing technologies and personalized strategies to compete with larger firms, suggesting that accessible innovation and capacity-building initiatives are critical for inclusive digital market participation (Zhao et al., 2025; Adesoye, 2024; Yulianti et al., 2025).
- e. The integration of omnichannel marketing models and private domain traffic management is shown to improve customer retention and operational efficiency, indicating that enterprises should focus on seamless online-offline coordination and data-driven personalization to enhance user experience (Zhao et al., 2025).
- f. Policymakers and industry leaders should consider fostering ecosystems that support technological partnerships, knowledge exchange, and infrastructure development to accelerate digital marketing maturity and economic growth within digital companies

(Fuks, 2024; Chowdhury, 2024).

Limitations of the Literature

Table 6. Limitations of the Literature

Area of Limitation	Description of Limitation	Papers which have limitation
Geographic Bias	Several studies focus on specific geographic regions or markets, limiting the external validity and generalizability of findings to other contexts. This geographic concentration restricts understanding of diverse digital marketing practices globally.	(Kappagantu et al., 2024) (Pano et al., 2024) (Santosa et al., 2024)
Small Sample Sizes	Some research employs limited sample sizes or case studies, which constrains the robustness and representativeness of the results. Small samples reduce statistical power and may not capture the full variability of marketing practices across digital companies.	(Gupta & Singh, 2023) (Arango & Jaramillo, 2013) (Victorino et al., 2020)
Reliance on Secondary Data	A number of studies depend heavily on secondary data sources, which may lack depth or current relevance. This reliance can introduce biases and limit insights into real-time marketing dynamics and internal strategic decision-making processes.	(Wang, 2023) (Kappagantu et al., 2024)
Lack of Longitudinal Analysis	Most studies adopt cross-sectional designs, failing to capture the evolution and long-term effects of digital marketing strategies. This limits understanding of how marketing management adapts over time in response to technological and market changes.	(Yan, 2025) (Nadeak et al., 2024) (Fatmah et al., 2024)
Limited Industry Diversity	Research often concentrates on specific sectors such as e-commerce or gaming, neglecting other digital industries. This sectoral focus restricts the applicability of findings across the broader spectrum of digital companies and their unique marketing challenges.	(Yan, 2025) (Zhao et al., 2025) (Bhutto et al., 2025)
Insufficient Focus on Consumer Behavior	While many papers address marketing strategies, fewer deeply analyze consumer behavior and psychological factors influencing engagement. This gap weakens the understanding of how marketing tactics translate into consumer responses and loyalty.	(Önden, 2024) (Santosa et al., 2024) (Hartono, 2025)
Methodological Constraints	Several studies rely on self-reported data or surveys without triangulation, which may introduce response biases and limit the validity of conclusions. The absence of mixed methods reduces the depth of insights into marketing management practices.	(Nadeak et al., 2024) (Esqueda-Walle et al., 2020) (Victorino et al., 2020)
Limited Exploration of Ethical and Privacy Issues	Few papers thoroughly investigate ethical concerns and data privacy challenges inherent in digital marketing, which are critical for sustainable and responsible marketing management. This oversight may limit the practical relevance of findings in real-world applications.	(Marwa et al., 2025) (Nwabekwe et al., 2024) (Chowdhury, 2024)
Underrepresentation of SMEs	Small and medium-sized enterprises (SMEs) are underrepresented in the literature, leading to a lack of tailored insights for these firms that face distinct resource constraints and market dynamics compared to larger digital companies.	(Zhao et al., 2025) (Adesoye, 2024) (Silva et al., 2024)
Emerging Technology Focus Imbalance	While emerging technologies like AR, VR, and AI are discussed, there is an imbalance with some technologies receiving limited empirical examination. This uneven focus restricts comprehensive understanding of technology integration in marketing management.	(Pang, 2024) (Yadav et al., 2024) (Alqahtani, 2024)

Gaps and Future Research Directions

Table 7. Gaps and Future Research Directions

Gap Area	Description	Future Research Directions	Justification	Research Priority
Cross-sectoral comparative analysis depth	Existing studies often focus on single industries or limited regions, lacking comprehensive, systematic cross-sector comparisons of digital marketing practices.	Conduct large-scale, multi-industry comparative studies using standardized frameworks to analyze marketing management effectiveness across diverse digital sectors globally.	Deeper cross-sectoral insights are needed to generalize best practices and understand specific adaptations in digital marketing management (Yan, 2025) (Duarte & Silva, 2023) (Perker, 2020).	High
Longitudinal impact assessment	There is a scarcity of longitudinal research evaluating the long-term effects of digital marketing strategies on consumer engagement and business performance.	Implement longitudinal studies tracking digital marketing initiatives over extended periods to assess sustained impacts on brand loyalty, sales, and market positioning.	Long-term data is essential to validate the durability and evolution of digital marketing effectiveness beyond short-term gains (Nadeak et al., 2024) (Gupta & Singh, 2023).	High
Integration challenges of emerging technologies	High costs, complexity, and organizational resistance hinder the seamless integration of advanced technologies like AI, AR/VR, and IoT in marketing management.	Investigate scalable, cost-effective integration models and change management strategies that facilitate adoption of emerging technologies in diverse organizational contexts.	Overcoming integration barriers is critical for maximizing technology-driven marketing benefits and competitive advantage (Yadav et al., 2024) (Sestino et al., 2024) (Chowdhury, 2024).	High
Measurement and analytics limitations	Many organizations lack comprehensive end-to-end analytics and standardized metrics to evaluate digital marketing performance across channels.	Develop and validate holistic measurement frameworks and tools that capture multi-channel marketing effectiveness, customer journey analytics, and ROI.	Improved measurement capabilities enable data-driven decision-making and optimization of marketing strategies (Nadeak et al., 2024) (Gagauz, 2024) (Podzороva et al., 2019).	High
Cultural adaptation in global digital marketing	Insufficient exploration of how cultural differences affect digital marketing strategy effectiveness, especially in multinational and diverse regional markets.	Conduct cross-cultural studies to design adaptive marketing frameworks that incorporate local consumer behaviors, preferences, and regulatory environments.	Cultural sensitivity enhances relevance, engagement, and success of digital marketing campaigns in international contexts (Parveen et al., 2024) (Zhang, 2024) (Lestari, 2023).	Medium
Consumer skepticism and digital fatigue	Aggressive marketing tactics and overexposure can lead to consumer skepticism, reducing engagement and trust in digital marketing efforts.	Explore consumer psychological responses to digital marketing intensity and develop balanced, ethical engagement strategies that mitigate fatigue and skepticism.	Addressing consumer trust issues is vital for maintaining effective and sustainable digital marketing relationships (Santosa et al., 2024) (Chowdhury, 2024) (Hartono, 2025).	Medium
Organizational skill gaps and training needs	Marketing teams often lack the necessary digital skills and expertise to fully leverage advanced technologies and agile practices.	Design and evaluate targeted training programs and educational curricula that build digital marketing competencies and foster agile, data-driven mindsets.	Enhancing marketer capabilities is essential for successful implementation and innovation in digital marketing management (Hafezieh et al., 2023) (Sestino et al., 2024).	High
Ethical and privacy concerns in data-driven marketing	Ethical implications and data privacy challenges related to AI, big data, and personalized marketing are under-addressed in practical frameworks.	Investigate frameworks for ethical digital marketing practices, data governance, and consumer privacy protection that align with evolving regulations and societal expectations.	Ethical marketing builds consumer trust and ensures compliance, critical for long-term digital marketing success (Trivedi, 2025) (Билоyc et al., 2024) (Chowdhury, 2024).	High

Gap Area	Description	Future Research Directions	Justification	Research Priority
SME-specific digital marketing challenges	SMEs face unique constraints such as limited resources, lower technology adoption, and strategic misalignment in digital marketing.	Develop tailored digital marketing models and support mechanisms that address barriers, including affordable technology solutions and strategic guidance.	Supporting SMEs enhances their competitiveness and contributes to broader digital economy growth (Zhao et al., 2025) (Pano et al., 2024) (Silva et al., 2024).	High
Consumer behavior in emerging digital platforms	Limited research on consumer engagement and behavior in novel digital environments like the metaverse and immersive AR/VR experiences.	Conduct empirical studies on consumer responses, engagement patterns, and marketing effectiveness within emerging digital platforms and immersive technologies.	Understanding consumer dynamics in new digital spaces is crucial for innovative marketing strategy development (Yadav et al., 2024) (Pang, 2024) (Jiang, 2023).	Medium

CONCLUSION

The collective body of literature on practical applications of marketing management in digital companies underscores the transformative impact of emerging technologies and dynamic strategies across diverse digital sectors. The integration of advanced tools such as artificial intelligence, big data analytics, augmented and virtual reality, the Internet of Things, and blockchain technology has become central to crafting personalized, immersive, and highly interactive consumer experiences. These technologies enable real-time data-driven decision-making, enhancing customer engagement, retention, and loyalty by addressing individual preferences and behaviors more precisely. Digital companies across gaming, e-commerce, FMCG, and IT sectors leverage these innovations to foster competitive advantage, operational efficiency, and market responsiveness.

Marketing management practices in digital enterprises reveal a strong emphasis on social media marketing, influencer collaborations, content marketing, and personalization as dominant strategies. Agile methodologies and customer-centric approaches are increasingly adopted to adapt swiftly to evolving consumer trends and technological developments. However, the breadth and depth of technology adoption vary notably, with larger multinational corporations demonstrating higher levels of integration compared to SMEs, which often face resource constraints and strategic misalignment. Consumer engagement effectiveness is generally enhanced through tailored campaigns and multi-channel interactions, yet challenges remain in measuring the comprehensive impact of these efforts due to fragmented analytics systems and consumer skepticism towards overly aggressive marketing tactics.

Operational challenges persist as a significant barrier to seamless digital marketing management. Organizational resistance, skill shortages, cultural complexities, and ethical concerns related to data privacy and security often complicate the implementation of advanced marketing technologies and strategies. These challenges are magnified in international contexts where cultural adaptation and localized content become crucial for

global brand success. Despite these issues, the literature highlights the importance of strategic alignment between digital marketing initiatives and broader business objectives to ensure cohesive and effective marketing management. Innovative management models incorporating CRM, automation, and analytics are instrumental in achieving this integration, although continuous adaptation to rapid technological change remains essential.

Comparative analyses across sectors suggest that benchmarking and cross-industry learning can identify best practices and innovative approaches, yet such studies are limited and often constrained by regional and sector-specific focuses. Methodologically, the field benefits from diverse qualitative and quantitative approaches but is hindered by a lack of longitudinal research and standardized performance metrics. Overall, the literature indicates that successful marketing management in digital companies hinges on the ability to integrate emerging technologies with agile, culturally sensitive, and strategically aligned marketing frameworks that prioritize personalized consumer engagement while addressing operational and ethical challenges. This synthesis offers valuable insights for academics and practitioners aiming to optimize marketing management in the fast-evolving digital landscape.

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