

Digital Marketing Transformation in Business: A Systematic Literature Review on Trends, Challenges, and Strategic Impacts

Putu Yogi Agustia Pratama ¹

¹ Institut Desain dan Bisnis Bali, Indonesia

Abstract

This study investigates the transformation of digital marketing within business contexts through a Systematic Literature Review (SLR) of 15 peer-reviewed articles published between 2020 and 2024. Drawing from academic databases such as Scopus, ScienceDirect, Springer, and Google Scholar, this review identifies key trends, prevailing challenges, and strategic implications associated with digital marketing transformation. The findings reveal three major themes: (1) the integration of advanced technologies such as artificial intelligence, big data analytics, automation, and blockchain that reshape marketing processes; (2) persistent barriers including organizational resistance, infrastructure limitations, talent shortages, and ethical concerns surrounding data privacy and algorithmic transparency; and (3) the significant impact of digital marketing capabilities on firm performance, customer engagement, and cross-generational targeting strategies. The analysis also highlights the need for a cross-functional, adaptive approach to digital transformation, particularly within SMEs. This review offers a comprehensive synthesis of current knowledge and proposes directions for future research aimed at enhancing the strategic effectiveness of digital marketing in dynamic business environments.

Keywords: Digital marketing transformation; business strategy; digital marketing trends, challenge, and impact

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Introduction

Digital transformation has fundamentally altered the way companies design, implement, and evaluate their marketing strategies. Digitalization in the context of marketing is no longer limited to the use of social media or e-commerce platforms, but now encompasses the integration of advanced technologies, such as artificial intelligence (AI), big data analytics, machine learning, automation tools, augmented reality, and blockchain, throughout the entire marketing cycle, from market segmentation and targeting to post-sale services. Digital transformation has emerged as a critical catalyst in redefining business marketing strategies in the modern era. The rapid advancement of information and communication technologies (ICT) has driven companies to integrate digital technologies into their marketing processes to improve efficiency, customer engagement, and competitive advantage. A study by Figueiredo et al. [5] reveals that the adoption of ICT in marketing has become a strategic backbone for organizations aiming to enhance customer engagement, accelerate data-driven decision-making, and deliver personalized, real-time customer experiences. Technologies such as cloud-based Customer Relationship Management (CRM), data analytics, and automated email marketing systems have helped organizations reduce operational costs while increasing the effectiveness of marketing communications.

Mahwati et al. [10], in her literature review, highlights that digital marketing has had a positive impact on global marketing strategies, particularly in helping small and medium enterprises (SMEs) overcome financial limitations and expand their market reach. This transformation enables smaller businesses to compete with larger players through speed, flexibility, and the strategic use of affordable yet powerful digital tools, such as Search Engine Optimization (SEO), social media, and content marketing. At the same time, global trends indicate that data-driven personalization has become the new standard in digital marketing. Organizations are increasingly investing in AI-based and predictive analytics systems to craft highly personalized customer experiences, with the goal of enhancing retention and fostering brand loyalty. However, the use of AI in marketing is not without challenges. Ethical concerns, data security risks, and consumer trust in algorithmic decision-making have become significant issues that must be addressed through ethical system design and robust governance policies. Despite the clear benefits, the implementation of digital transformation in marketing remains fraught with challenges. According to Samsudin et al. [17], organizations frequently encounter

¹CONTACT: yogiagustia@gmail.com

barriers such as system integration difficulties, a shortage of digital skills, and cultural resistance to organizational change. Companies must invest in digital training, redesign operational workflows, and align marketing departments with information technology functions to avoid data silos and enhance cross-functional integration.

Sagala & Óri [16] emphasize the importance of critical success factors such as top management support, employee training, and clear strategic direction in ensuring the successful implementation of digital transformation, particularly within SMEs. While numerous studies have addressed digital transformation in marketing, a notable gap persists in the literature concerning thematic synthesis and a holistic understanding of how digital transformation influences various aspects of marketing. Qurtubi et al. [13] stress the need for further research that integrates both internal and external organizational perspectives to comprehensively assess the impacts of digital transformation. Nonetheless, digital transformation in marketing faces a variety of persistent challenges as reported across the literature, including a lack of digitally skilled human capital, difficulties in platform and data integration, inadequate innovation culture, limited budgets for technology investments, and growing concerns over data privacy and the ethical use of AI. These challenges underscore that, although digital transformation offers substantial opportunities, it also demands strategic planning, organizational readiness, and a deep understanding of evolving digital consumer behavior. This study, therefore, aims to explore the transformation of digital marketing in business by systematically examining current trends, common challenges, and strategic implications that arise from the adoption and integration of digital technologies in marketing functions.

Literature Review

Digital transformation in the business context is generally defined as the process of integrating digital technologies across all aspects of a company's operations and strategy, with the goal of creating new value for customers and enhancing internal efficiency. In the domain of marketing, digital transformation is not merely the replacement of traditional tools with digital alternatives (e.g., printed brochures with social media advertisements); rather, it involves a fundamental reorientation of approaches, technologies, processes, and even organizational culture. Digital transformation in marketing refers to the incorporation of digital technologies into marketing strategies and operations to improve efficiency, effectiveness, and customer experience. Feliciano-Cestero et al. [4] argue that digital transformation is not solely about technological adoption but also entails cultural shifts within the organization and the development of digital capabilities to achieve sustainable competitive advantage. It encompasses significant changes in business processes, business models, and customer interactions through the implementation of technologies such as big data, artificial intelligence, and digital platforms. As such, organizations are required not only to adopt digital tools, but also to develop agile and adaptive strategies to navigate the complexities of globalization and digital disruption.

Digital marketing represents an evolutionary shift from traditional marketing, relying on digital platforms and technologies to design, communicate, deliver, and reinforce value propositions to customers. In practice, digital marketing involves the utilization of various channels, including social media, email marketing, search engines, content marketing, mobile applications, as well as emerging technologies such as augmented reality and virtual reality. According to Mahwati et al. [10], digital marketing not only expands market reach and reduces operational costs, but also enables precise segmentation and targeting through data utilization and algorithmic analytics. As a result, digital marketing facilitates two-way interactions between customers and brands, enabling more intensive and personalized engagement.

Research Methodology

The Systematic Literature Review (SLR) method was employed in this study to identify, evaluate, and synthesize existing research related to multisensory marketing, local architecture, and consumer experience. SLR is a structured, transparent, and replicable approach that allows for a more rigorous and objective analysis of previous studies. It serves as an evidence-based method for summarizing existing literature while identifying current research gaps that warrant further investigation.

The literature search was conducted using a combination of keywords relevant to the research topic. These keywords were systematically applied to several academic databases, including Scopus, ScienceDirect, Springer, and Google Scholar, over a period of three months. The selected keywords used to retrieve relevant prior studies for this review include: digital marketing, business transformation, business trends, digital marketing trends, digital marketing challenges, digital marketing strategies, business challenges, and business strategies.

Result & Discussion

This section presents the key findings from a systematic analysis of scholarly articles that were collected and selected based on predefined inclusion criteria. Out of a total of 200 articles retrieved from databases such as Scopus, ScienceDirect, Springer, and Google Scholar, 15 articles met the final selection criteria and were analyzed thematically using a descriptive approach. The thematic mapping of these articles is presented in the table below.

Table 1. Article Mapping
(source: compiled by the author)

Author(s) & Year	Title of the Article	Research Methodology	Research Findings
Joel et al. (2024) [12]	The Impact of Digital Transformation on Business Development Strategies: Trends, Challenges, and Opportunities Analyzed	Systematic literature review	Digital transformation drives innovation, reshapes industries, and enhances customer experiences. Challenges include legacy systems, data security, and skills gaps.
Dong (2023) [3]	A Systematic Review of the Enterprise Digital Transformation Literature and Future Outlook	Systematic literature review. Qualitative and quantitative methods used for research questions	Digital transformation impacts enterprises and society positively. Challenges include data quality, long-term tracking, and evaluation.
Cioppi et al. (2023) [2]	Digital Transformation and Marketing: A Systematic and Thematic Literature Review	Systematic review method (Tranfield et al., 2003). Data collection, paper selection, content analysis phases	The study provides a comprehensive framework that combines internal and external perspectives to analyze the impact of Digital Transformation (DT) on traditional marketing management activities, focusing on market information, knowledge, marketing strategies, and operational policies. The paper offers suggestions for future research directions, practical implications for marketing managers, and highlights the limitations of the study, such as potential omission of relevant studies due to search string limitations and focus on a single database (Scopus).
Sharma et al. (2023) [14]	E-Commerce and Digital Transformation: Trends, Challenges, and Implications	Mixed-method research design. Qualitative and quantitative approaches	E-commerce and digital transformation redefine modern commerce. Benefits include efficiency, market reach, and enhanced consumer experiences.
Gurzhii et al. (2022) [7]	Blockchain Enabled Digital Transformation: A Systematic Literature Review	Systematic literature review methodology	Blockchain enables digital transformation with promising potential and opportunities. Identified challenges, benefits, and future research agendas for blockchain adoption.
Veldhoven & Vanthienen (2022) [20]	Digital Transformation as an Interaction-Driven Perspective between Business, Society, and Technology	Systematic literature review methodology	Developmental review of 41 DT models conducted. Novel framework proposed for studying digital transformation.
Nesterenko et al. (2023) [11]	Marketing Communications in the Era of Digital Transformation	Qualitative descriptive	Consumers aged 18 to 34 are the most active users of online advertising and direct marketing, while older consumers prefer promotions and point-of-sale advertising, indicating distinct preferences in engaging with marketing messages based on age groups. Younger consumers (under 34 years old) are more likely to accept online marketing communications, while older consumers are more likely to respond to billboards and promotions, emphasizing the importance of tailoring marketing strategies to target specific age groups through appropriate channels.
Homburg & Wielgos (2022) [9]	The Value Relevance of Digital Marketing Capabilities to Firm Performance	Mixed-methods approach combining interviews and multi-industry dataset. Regression analyses to test hypotheses, checking for biases	DMCs significantly contribute to firm profitability beyond CMCs. Organizational and environmental contingencies influence the interaction effect of DMCs and CMCs.
Nugraha (2024) [15]	Digital Transformation in Marketing: From Marketing 3.0 to Marketing 5.0	The study employs a qualitative research approach, specifically a literature review, to explore the evolution of digital transformation in marketing from Marketing 3.0 to Marketing 5.0. This method allows for an in-depth analysis of existing theories, concepts, and findings across multiple stages of marketing evolution, providing a comprehensive understanding of the shifts in marketing paradigms.	Digital transformation in marketing leads to significant changes in company operations and consumer interactions, emphasizing the importance of product digitalization to create personalized and interactive experiences for consumers through innovations like chatbots, augmented reality, and freemium business models. The success of digital transformation relies on having skilled digital talent and a workplace culture that fosters innovation, highlighting that technology should be viewed as a strategic force integrated with human values, necessitating ongoing research to adapt digital strategies to the evolving market landscape.

Gurcan et al. (2023) [6]	Digital Transformation Strategies, Practices, and Trends: A Large-Scale Retrospective Study Based on Machine Learning	Compilation of an empirical corpus for DT based on the articles obtained through the search strategy, followed by preprocessing tasks to prepare the textual corpus for topic modeling analysis using Latent Dirichlet allocation (LDA).	The research identified 34 topics related to digital transformation (DT) through the application of the Latent Dirichlet allocation algorithm on 5350 peer-reviewed journal articles. These topics were classified into four sub-categories: implementation, technology, process, and human, providing a systematic taxonomy for DT. The study revealed that "Sustainable Energy", "DT in Health", "E-Government", "DT in Education", and "Supply Chain" were the top topics with increasing trends, indicating a focus on specific applications of DT in industrial and public settings. The findings suggest that future DT research and practice will likely concentrate on specific applications in government, health, education, and economics, with "Sustainable Energy" and "Supply Chain" being prominent topics in current DT processes and applications.
Zaman (2022) [21]	Transformation of Marketing Decisions through Artificial Intelligence and Digital Marketing	The paper discusses the utilization of machine learning techniques, knowledge representation, and computational intelligence in strategic decision-making within digital marketing. It also highlights the role of predictive marketing in understanding complex consumer behavior and provides solutions to predict consumer expectations effectively.	The paper concludes that Artificial Intelligence (AI) plays a crucial role in transforming marketing decisions by enhancing strategic decision-making, operational marketing tasks, and predictive marketing to better understand consumer behavior and expectations. Additionally, the paper emphasizes the importance of managers actively utilizing AI in competitive businesses to improve decision-making processes and manage customer relationships effectively.
Shrivastava (2020) [18]	You Lead India: Optimizing Digital Marketing Strategies	The paper discusses the use of digital marketing strategies, specifically focusing on Search Engine Marketing (SEM) which combines Search Engine Optimization (SEO) and Pay Per Click (PPC) techniques to optimize online campaigns. The paper emphasizes the importance of tracking key metrics such as Click Through Rate (CTR) and Transaction Conversion Rate (TCR) to evaluate the performance of different publishers and campaigns, enabling companies to make data-driven decisions for future digital marketing efforts.	The paper emphasizes the importance of digital marketing strategies in the current business landscape, especially for companies undergoing digital transformation or operating in emerging economies like India. It highlights the significance of metrics such as Click Through Rate (CTR) and Transaction Conversion Rate (TCR) in optimizing digital marketing efforts, providing insights into how companies can make data-driven decisions to improve their campaigns.
Ceoceca et al. (2022) [1]	Digital Marketing in Post-Pandemic Conditions	The paper discusses the use of continuous AB testing as a method for optimizing content delivery and layout on web pages to better accommodate the needs of the new consumer. This involves testing different elements such as page color, text, images, and buttons to enhance user experience and engagement. It emphasizes the importance of performance indicators (KPIs) as a method to measure business performance in relation to set objectives. These indicators help monitor progress over time and facilitate decision-making for the development of the company, ensuring that marketing strategies are aligned with organizational goals.	The study demonstrates that companies with an organizational culture based on transparency and flexibility, like DigitWise, were able to not only withstand the challenges posed by the COVID-19 pandemic but also expand their operations. Effective internal communication was crucial in addressing employee concerns and needs, leading to higher satisfaction and operational efficiency. Digitization has significantly impacted marketing strategies, necessitating companies to adapt to changes in consumer behavior. The study highlights the importance of reshaping marketing and communication strategies to align with consumer demands for transparency and value, emphasizing the need for continuous testing and optimization of content to enhance customer engagement and trust.
Storbacka & Moser (2020) [19]	The Changing Role of Marketing: Transformed Propositions, Processes and Partnerships	The paper discusses the need for multi-, cross-, and/or trans-disciplinary approaches to digital	The paper concludes that digital transformation is fundamentally reshaping marketing by blurring the lines between traditional marketing and digital marketing,

transformation, advocating for the integration of insights from different functional development streams into a coherent firm-wide approach rather than maintaining functional silos. This method emphasizes collaboration across various departments to uncover new opportunities and redefine traditional marketing practices. It highlights the importance of partnerships and collaboration with channel partners to facilitate the transformation of marketing processes. The paper suggests that successful digital marketing requires a cultural shift within organizations, where marketing teams must adapt to new technologies and customer engagement strategies, thereby redefining their roles and responsibilities in the context of digital innovation.

leading to a scenario where digital marketing is becoming the default approach. This shift necessitates a cultural transformation within organizations, requiring marketing to excel in listening to customers, clarifying their needs, and building authentic relationships, which are essential for effective digital selling. It emphasizes the need for companies to redefine their marketing processes and talent requirements in response to the digital ripple effect. This includes focusing on a few key trends rather than attempting to tackle all changes at once, and recognizing that marketing now plays a significant role in the entire customer journey, often overlapping with sales and e-commerce functions. As a result, organizations must attract and retain talent that can thrive in this evolving digital landscape.

Hien & Nhu (2022) [8]

The Effect of Digital Marketing Transformation Trends on Consumers' Purchase Intention in B2B Businesses: The Moderating Role of Brand Awareness

The study utilized partial least squares structural equation modelling techniques to analyze the data collected from a sample of 210 potential customers involved in the B2B purchasing chain. The research was based on the theory of planned behavior and the theory of consumer behavior to explain the effects of digital marketing forms on customer attitudes and purchase intention.

The study concludes that three out of four digital marketing forms are deemed important and appropriate for influencing customer attitudes toward digital marketing and their purchase intentions in B2B businesses. This finding highlights the significance of selecting effective digital marketing strategies in the B2B context. Additionally, the research indicates that brand awareness plays a moderating role in the relationship between attitudes toward digital marketing and customer purchase intention, suggesting that higher brand awareness can enhance the positive effects of digital marketing on purchasing decisions.

First, the review identified significant emerging trends in the transformation of digital marketing. A number of studies (e.g., [6], [12], [14]) demonstrate that digital marketing transformation is not limited to technological upgrades but also includes cultural and strategic shifts. These studies highlight the growing use of artificial intelligence, automation, big data analytics, and blockchain technology in marketing processes. For example, Gurcan et al. [6] applied machine learning techniques (LDA) to reveal 34 major themes within digital transformation research, emphasizing the expansion of digital capabilities in areas such as education, e-government, and supply chain management. Nugraha [15] traced the evolution of marketing paradigms from Marketing 3.0 to 5.0, underscoring the increasing importance of interactivity, customer empowerment, and the deployment of tools like AR, chatbots, and freemium models. These developments reflect a broader shift toward hyper-personalized and technology-driven marketing landscapes.

Second, the implementation of digital marketing strategies has not been without its challenges. Several studies consistently report significant obstacles such as system integration issues, legacy infrastructure, data security concerns, and shortages of digitally skilled talent [3], [7], [12]. These findings are reinforced by Hien & Nhu [8], who emphasize that brand awareness moderates the success of digital marketing strategies in B2B contexts, highlighting the importance of foundational marketing frameworks. Moreover, Ceocea et al. [1] and Shrivastava [18] stress the relevance of key performance indicators (KPIs), content strategy optimization, and consumer engagement metrics in ensuring campaign effectiveness. These studies illustrate that the successful application of digital marketing depends not only on the adoption of tools but also on the strategic and operational readiness of the organization.

Third, the literature highlights various strategic impacts that digital marketing transformation has on both firms and consumers. Homburg & Wielgos [9] empirically show that when digital marketing capabilities (DMCs) are effectively integrated with conventional marketing capabilities (CMCs), firms experience notable improvements in profitability and market responsiveness. Nesterenko et al. [11] adds a behavioral dimension, suggesting that different age groups respond distinctly to digital versus traditional marketing channels. This reinforces the growing relevance of omnichannel strategies tailored to segmented consumer demographics. Furthermore, Storbacka & Moser [19] emphasize that marketing transformation cannot be confined within departmental boundaries; rather, it must be institutionalized across organizational functions. They advocate for a transdisciplinary approach, where marketing becomes a core element of organizational design, leadership, and partnership strategies.

In synthesis, the mapping of selected studies reveals that digital marketing transformation is a multi-dimensional process involving technology, strategy, culture, and consumer behavior. The key trends indicate a movement toward data-driven personalization and automation, while the core challenges center on infrastructure limitations, capability gaps, and integration issues. The strategic impacts are profound, influencing not only firm performance but also the way consumers engage with brands. These findings suggest that digital transformation in marketing should be treated as a continuous, firm-wide effort that requires not only technological adoption but also cultural agility, leadership commitment, and a strong customer-centric orientation.

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