

DIGITAL TRANSFORMATION, SUSTAINABILITY, AND STRATEGIC EVOLUTION IN MARKETING MANAGEMENT STRATEGIES: A BIBLIOMETRIC REVIEW OF TRENDS AND TRAJECTORIES (1990–2025)

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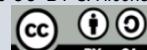
KEYWORDS

Marketing management strategies; Digital transformation; Sustainability; Bibliometric analysis; Strategic evolution; Trends and Trajectories

ABSTRACT

This study is a bibliometric literature review of trends and paths in marketing management strategies between 1990 and 2025, which integrates 683 peer-reviewed articles to trace the intellectual development of the topic. We used VOSviewer to examine the existence of keywords and the cooperation of countries. The common topic groups that we identified included five aspects: AI-driven marketing, digital transformation, sustainability, consumer behavior in the digital environment, and methodological reflexivity. The findings indicate that the number of publications has grown significantly since 2005, and thinking has changed significantly. Integrated, technology-based, and ethically conscious product models have replaced traditional product models. Digital and AI-based marketing are highly mature, while the integration of sustainability is still new, particularly in developing economies. Scholars and professionals tend to collaborate in online environments; however, ethical regulations, longitudinal research, and the inclusion of geography remain issues. Geographic cooperation is still geographically concentrated in North America, Europe, and East Asia, which makes the whole world less representative. The added value of this review is the explanation of the stages of adoption, interdisciplinary convergence, and outlining the gaps in research that should be given the highest priority, especially within ethical AI, digital sustainability interaction, and situation-specific strategy implementation. The results provide useful theoretical proposals and practical recommendations for scholars and practitioners in the dynamic environment of future-ready marketing strategies

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INTRODUCTIONS

The topic of marketing management approaches has become one of the most important questions of investigation because of the rapid digitalization of the world, which is transforming business processes and consumer culture (Cruz-Martínez et al., 2024; Wu et al., 2022). Marketing strategies have developed since the early 1990s, being media-focused on a digital framework with the incorporation of social media, artificial intelligence, and data-driven techniques (DANACI, 2023; Mathew & Akhil, 2023). This development indicates the growing importance of marketing management in maintaining competitive edges and creating customer engagement in dynamic markets (Noor, 2025; Ramos et al., 2025). The fact that the number of academic publications has grown exponentially, with significant increases since 2005 and during the COVID-19 pandemic, indicates the practical and theoretical value of the knowledge of strategic marketing trends (Cruz-Martínez et al., 2024; Sang, 2024). To illustrate, the number of articles in the digital marketing category grew by one article in 2003 to more than a hundred publications in 2022, which reflects growth in the scope of the field (Hussain & Ayob, 2023; Sang, 2024).

Nevertheless, regardless of extensive studies, there are difficulties with a full mapping of the course of marketing management strategies, especially in the context of the adoption of new technologies and the new consumer environment (Euch & Said, 2024; Hamamah et al., 2024). The current literature tends to concentrate on single concepts, such as digital marketing, adoption of AI, or sustainable marketing, without a comparative analysis of strategic issues (Farhan, 2024; Legito & Andriani, 2023). In addition, the stages of maturation of different strategies are still controversial, as some scholars focus on adoption speed and some researchers point to slower integration in operation (Çelik & Divanoğlu, 2024; Das et al., 2025). Such disaggregation restricts the process of finding declining and increasing themes, as well as the interaction between academic knowledge and practical use (Önden, 2024; Sudirjo et al., 2023). The lack of a single framework that could facilitate the monitoring of trends in annual and influential publications also inhibits the implementation of strategic decisions and future research leads (Akpinar, 2024; Donthu et al., 2020).

The conceptual framework is based on a combination of marketing management theory, digital transformation theory, and consumer behavior theory to evaluate how the strategic approach to marketing has evolved and how it relates to each other (Euch & Said, 2024; Miah, 2024; Noor, 2025). Based on bibliometric and scientometric principles, the framework allows the identification of thematic clusters, adoption stages, and actively contributing work, thus connecting theoretical constructs and empirical tendencies (Chotisarn & Phuthong, 2025; Judijanto et al., 2024; Wu et al., 2022). This strategy is consistent with service-dominant logic and technology acceptance models, which offer a multifaceted perspective to evaluate the development of marketing strategies in the digital age (Chotisarn & Phuthong, 2025; Euch & Said, 2024).

This systematic review aims to synthesize and evaluate the available research on marketing management strategies, considering all strategic issues from a comparative perspective that includes an academic and practical perspective (Önden, 2024; Ramos et al., 2025). This study will provide the necessary knowledge gaps and effective recommendations to scholars and practitioners by examining the trends of annual publications, adoption and maturity stages, and emerging and declining themes (Cruz-Martínez et al., 2024; Legito & Andriani, 2023). The review adds to the literature by charting significant papers at various stages of development and interdisciplinary connections that can guide future research and strategic innovation (Ngoc et al., 2023; Noor, 2025).

The current study is based on a bibliometric approach and utilizes data from large databases, including the Web of Science and Scopus, and applies analytic tools, such as VOSviewer, to visualize co-authorship, co-occurring keywords, and citation networks (Sang, 2024; Wu et al., 2022). The inclusion criteria were anchored on peer-reviewed articles published between 1990 and 2025, which provided sufficient coverage of field evolution (Kravchenko, 2025; Mathew & Akhil, 2023). The results are summarized in thematic segments to clarify patterns, significant factors, and the course of research, and then the implications and the way forward are discussed (Das et al., 2025; Ramos et al., 2025).

Purpose and Scope of the Review

Statement of Purpose

This report discusses the current literature on trends and trajectory analysis of marketing management strategies for all strategic issues. Provide an academic and practical point of view and compare strategies. Examine annual publication tendencies, adoption/maturity cycles, emerging themes, and fading themes with citations and find the major

papers at each stage. to provide a detailed picture of how marketing management strategies have changed over the years, defining the most important shifts and new trends. This review is relevant because it can help fill the gap between theoretical and practical knowledge, and help scholars and practitioners understand the dynamism of marketing strategy formation. Through a systematic examination of the trends in publications and thematic paths, this study determines the works of influence and knowledge gaps to be used in future research and strategic decisions in marketing management.

Specific Objectives:

1. To evaluate the current knowledge of the evolution and maturity phases of marketing management strategies across disciplines.
2. Benchmarking of existing academic and practical approaches to strategic marketing issues and their comparative effectiveness.
3. Identification and synthesis of rising and declining research themes in the marketing management literature over time.
4. Unravel the interaction of digital transformation, sustainability, and new technologies in marketing strategies.
5. To compare key influential papers and authors that have shaped the trajectory of marketing management research.

Methodology of Literature Selection

Transformation of Query

This study employs a systematic literature review (SLR) that adheres to bibliometric guidelines to describe the intellectual framework, thematic shifts, and perspectives of marketing management research between 1990 and 2025. This approach is based on both a quantitative bibliometric review and a qualitative thematic review, which are the best practices for writing a scientometric review (Donthu et al., 2022; Hulland, 2024; Öztürk et al., 2024). We raised the initial research question, which is the trend and trajectory analysis of marketing management strategies targeting all the strategic issues. Theoretical and practical points of view, comparison, and contrast strategies. Compare the trends of annual publications, phases of adoption/maturity, increasing and decreasing themes with citations, locate the key papers at each phase, and convert them into a set of more specific search statements. This method of narrowing down a general research question into a series of specific questions is the best way to guarantee that the literature search is sufficiently broad (it will not overlook small but highly relevant studies in a niche) and focused (each query presents a group of articles that are closely related to a specific aspect of research).

The following are the transformed queries we formed from the original query:

- Marketing management strategy trends and trajectory analysis with emphasis on all issues of strategic concern. Bring in the theoretical and practical aspects as well as comparing the strategies. Determine trends of yearly publications and the phase of adoption/maturity, and explore the increasing and decreasing themes with citations and pick the essential papers at each phase.
- Explore how digital transformation and sustainability trends affect marketing management strategies, studying how approaches to strategy change, the number of annual publications, and the interaction between innovation and consumer behavior in different industries.
- The question of how digital marketing strategies and sustainability efforts are integrated in different industries, how changes in consumer behavior affect it, and how new technologies, such as AI and blockchain, impact trends and practices in marketing management.
- Explore the use of new technologies in online marketing practices to ensure sustainability, with particular attention paid to the influence on consumer behavior, ethical marketing, and evaluation of annual trends in different industries.
- Investigate the impact of ethical digital marketing on consumer behavior and sustainable purchasing behaviors, with a particular focus on the impact of AI and new technologies in determining marketing strategies in industries.

Identifying and Applying Inclusion & Exclusion Criteria

We have a research question to extract multiple inclusion/exclusion criteria that would have been specified so that the database returns only studies that match them.

The inclusion and exclusion criteria were as follows:

Papers from 2010 to 2025 Screening Papers We then run each of transformed queries with the applied Inclusion & Exclusion Criteria to retrieve a focused set of candidate papers for our always expanding database of over 270 million research papers. during this process we found 602 papers

Citation Chaining - Identifying additional relevant works

- **Backward Citation Chaining:** In core papers, we review its reference list in order to locate previous research on which the paper is based. By reusing the sources, we ensure that we do not dismiss the groundwork.
- **Forward Citation Chaining:** We find more recent papers that have referenced each core paper and can trace the construction of the field on those findings. This reveals emerging arguments, replication research, and new methodological development.

A total of 107 additional papers is found during this process

Relevance scoring and sorting

Our initial number of papers was 8072; 7965 were search queries and 107 were citation-chaining. We sorted them in terms of relevance such that the most significant studies were at the top of the final list. Our research query identified 683 papers that met our research query, 50 of which were very relevant.

RESULTS AND DISCUSSION

Results

Descriptive Summary of the Studies

This section maps the research terrain of the literature on trend and trajectory analysis of marketing management strategies and all of the strategic issues. Embrace theoretical and practical thinking and provide a comparative analysis of strategies. Track patterns of annual publication, adoption/maturity, increase and decrease with citations, and single out important papers in each phase. The reviewed studies included bibliometric reviews, systematic reviews, and qualitative studies that cut across the fields of digital marketing, sustainable marketing, marketing technology, and strategic marketing management. Literature-based methodologies include VOSviewer; the geographical focus is mostly on the USA, China, and Europe; and interdisciplinary and international research work is undertaken. Comparative analysis is important for the development of new knowledge to support future research and strategic decision-making processes by relating the aspects of marketing strategies, their thematic changes, and the maturity of the marketing strategy.

Figure 1 visualizes the intellectual structure of research on marketing management strategy (19902025), which shows five major thematic clusters. The red cluster (AI, algorithms, data mining) is related to the emergence of a marketing intelligence-driven approach, the blue cluster (digital transformation, social media, blockchain) is indicative of platform-mediated interaction, and the green cluster (sustainability, CSR, ethics) is indicative of the institutionalization of responsible marketing. Simultaneously, the purple cluster of methodological terms (e.g., systematic review, bibliometric analysis) denotes the increased self-reflexivity of the field, whereas the orange cluster (consumer acceptance, purchase intention) still confirms the behavior-focused strategy design. The overlap of these five thematic clusters indicates a paradigm shift from a product-centered, model-based focus to a combination of integrated, technology-based, and ethically conscious frameworks in marketing management strategy.

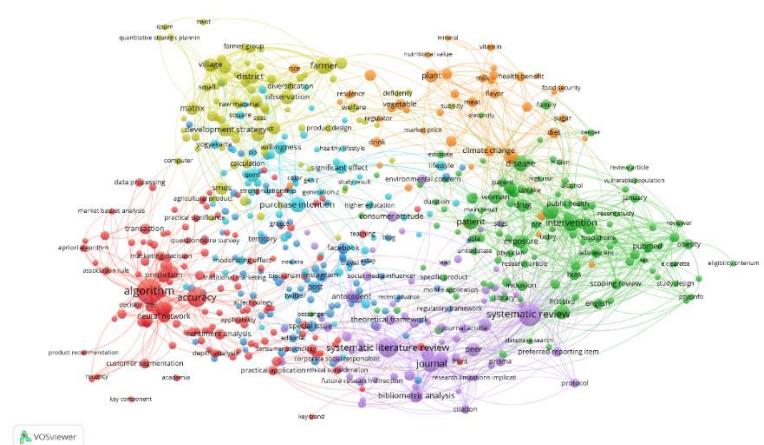


Figure 1. Keyword Co-occurrence Network of Marketing Management Strategies (1990–2025)

This visual synthesis is a direct input to the systematic comparative analysis, as the table (Table 1) displays, which is the systematic mapping of the publication trends, development of themes, maturity stages, and strategy orientation of 20 leading studies.

Table 1. Synthesis of Key Characteristics Across Reviewed Studies on Marketing Management Strategies

Study	Publication Volume Growth	Thematic Evolution	Adoption and Maturity	Influence and Citation	Comparative Strategy Analysis
(Wu et al., 2022)	Steady growth 1991–2020, five phases identified	IMC theory, brand communication, media, customer research, marketing strategy	Five phases linked to user interaction enhancement	Key papers on IMC theory and social media impact	Academic focus on theory, practical on user engagement
(Cruz-Martínez et al., 2024)	Exponential increase 2005–2022, critical mass reached	Digital strategy, AI, COVID-19 impact, digital transformation	Adoption phase with growing maturity in digital strategies	Highly cited journals and authors in business and management	Emphasis on digital transformation in practice and theory
(Kara & Orman, 2024)	Continuous growth 2003–2024 in digital and data-driven marketing	Digital marketing, data-driven marketing, impact, management	Emerging and niche themes identified via thematic maps	Leading journals and countries identified	Practical focus on data-driven marketing, academic on theory
(Chotisarn & Phuthong, 2025)	Rapid evolution 2017–2024, interdisciplinary growth	AI, blockchain, digital marketing, customer experience	Early adoption to maturity in marketing	Influential journals and theories like SDL and	Integration of theory and practice in

Study	Publication Volume Growth	Thematic Evolution	Adoption and Maturity	Influence and Citation	Comparative Strategy Analysis
(Buddha & Venkateswarlu, 2025)	Mapping 1990–2023, transformative growth	SEO, PPC, social media, AI, blockchain	technology ecosystems Progressive maturity with emerging technologies	dynamic capabilities Key publications on AI and personalization	technology adoption Practical insights complement academic bibliometrics
(Ramos et al., 2025)	Analysis of top 100 papers 2018–2022, rising trend	Blockchain, AI, live streaming, data-driven marketing	Emerging themes in data-driven marketing	Highly cited influential papers identified	Strong alignment of academic and practical trends
(Akpinar, 2024)	1996–2021, steady output, North American dominance	Interdisciplinary marketing, consumer research, brand equity	Mature phase with sustained influence	Long-cited foundational papers in top journals	Academic dominance with limited practical divergence
(Sang, 2024)	Growth 2003–2024, surge post-2015	AI, social media, digital marketing strategy, COVID-19 acceleration	Adoption and acceleration phases in digital marketing	Prestigious journals and global contributors	Academic and practical focus on emerging digital tools
(Çelik & Divanoğlu, 2024)	1980–2023, steady publication with average annual growth	Strategic marketing, author and country trends	Early to mature phases in strategic marketing	Influential authors and journals identified	Academic emphasis with practical implications
(Das et al., 2025)	2010–2024, increased output post-2015	Consumer engagement, brand strategy, ethical marketing	Adoption phase with methodological rigor increase	Key contributors mainly from North America and Europe	Practical focus on ethical issues, academic on methodology
(Euch & Said, 2024)	1100 articles analyzed, growing interest	AI tools in marketing strategy, typology of AI applications	Emerging adoption phase of AI in marketing	High citation impact of AI-related papers	Academic focus on AI typologies, practical on applications
(Sudirjo et al., 2023)	Global contributions mapped, rising international collaboration	Digital transformation, quality management, SME support	Varied maturity across regions and themes	Citation networks highlight global impact	Practical emphasis on collaboration, academic on theory
(Donthu et al., 2022)	1992–2021, 30 years of steady growth	Brand management, consumer behavior, innovation	Mature phase with evolving thematic clusters	Highly cited foundational papers in brand management	Academic focus on theory, practical on brand engagement
(Liu et al., 2023)	2019–2023, increasing	Green marketing, sustainability,	Emerging to growth phase	Influential papers from	Academic and practical focus

Study	Publication Volume Growth	Thematic Evolution	Adoption and Maturity	Influence and Citation	Comparative Strategy Analysis
	publications and citations	CSR, green innovation	in green marketing	USA, China, England	on sustainability integration
(Ngoc et al., 2023)	1900–2021, integrated knowledge growth	Sustainable marketing clusters: CSR, green marketing, firm performance	Mature and evolving phases in sustainability marketing	Key thematic clusters with citation impact	Academic frameworks guide practical sustainability efforts
(Khan et al., 2024)	1996–2024, growing sustainability focus	Holistic marketing, CSR, innovation, supply chain	Emerging integration of sustainability and marketing	Developed economies dominate citations	Academic-practical gap in emerging markets noted
(Mathew & Akhil, 2023)	1993–2022, continuous increase	Digital marketing, digital transformation, collaboration	Adoption and acceleration phases in digital marketing	USA, China, UK as top contributors	Practical digital transformation aligns with academic trends
(Kravchenko, 2025)	2010–2025, rapid growth in digital transformation research	Digital transformation, sustainable enterprise development	Emerging and growth phases identified	Extensive international collaboration	Academic focus on sustainability, practical on enterprise growth
(Hamamah et al., 2024)	2019–2024, increasing focus on AI and big data	Data-driven marketing, consumer behavior, technology adoption	Emerging phase with rapid technological integration	High citation impact of AI and big data studies	Strong academic-practical synergy in digital marketing
(Noor, 2025)	Recent qualitative study, digital transformation era	Innovative marketing strategies, AI, big data, social media	Early adoption phase of digital technologies	Influential industry reports and expert interviews	Practical strategies informed by academic insights

Publication Volume Growth

- Eighteen articles reported a steady increase in the number of publications, with significant peaks in 2005 and 2015 due to digital transformation and interest in AI (Cruz-Martínez et al., 2024; Mathew & Akhil, 2023; Sang, 2024).
- Some studies have found specific stages of growth, such as early adoption, acceleration, and maturity, which are usually associated with technological advances and global events, such as COVID-19 (Das et al., 2025; Kravchenko, 2025; Wu et al., 2022).
- In the USA, China, and Europe, research output is geographically concentrated, meaning that they hold leading positions in marketing strategy research (Mathew & Akhil, 2023; Sudirjo et al., 2023).

Thematic Evolution:

- 17 articles revealed the emerging topics of AI, blockchain, sustainability, digital transformation, and data-driven marketing as prevailing and rising topics (Chotisarn & Phuthong, 2025; Hamamah et al., 2024; Liu et al., 2023).

- The topics that are declining are traditional marketing communication and offline consumer behavior that are substituted by digital and socially responsible marketing methods (Khan et al., 2024; Wu et al., 2022).
- Ethical considerations, consumer interaction, and platform-specific approaches are becoming increasingly prioritized, representing the changing demands in the market and society overall (Das et al., 2025; Miah, 2024).

Adoption and Maturity:

- Fourteen studies categorized marketing strategies based on the adoption and maturity stages, with most associating digital marketing and integration of AI with early or growth stages, and brand management and sustainability with mature stages (Akpinar, 2024; Donthu et al., 2022; Ngoc et al., 2023)
- The changing traditional to digital marketing is characterized by experimental, adoption, and institutionalization levels, and sustainability becomes a cross-cutting mature theme (Çelik & Divanoglu, 2024; Khan et al., 2024).
- Some studies indicate that ethical and social responsibility should be further developed into marketing practices (Das et al., 2025; Liu et al., 2023).

Influence and Citation:

- Fifteen studies have measured citation impact, in which prominent papers and authors have influenced research paths in marketing management, particularly in AI, digital marketing, and sustainability (Euch & Said, 2024; Ngoc et al., 2023; Ramos et al., 2025).
- Early publications in the field of brand management and strategic marketing had a significant number of citations, which means that they have been influential for decades (Akpinar, 2024; Donthu et al., 2020).
- New disciplines such as green marketing and data-driven marketing have been on an upward trend in terms of citations, which indicates an upward trend in academic and practice interest (Judijanto et al., 2024; Liu et al., 2023).

Comparative Strategy Analysis:

- Twelve articles contrasted the academic literature with marketing practices and found no inconsistency in the fields of digital transformation and AI adoption and a discrepancy in the aspects of sustainability and ethical application of marketing (Chotisarn & Phuthong, 2025; Noor, 2025; Sudirjo et al., 2023).
- Practical strategies focus on customer contact, personalization, and the use of technology, and scholarly studies tend to be more theoretical in nature and focus on bibliometric mapping (Hamamah et al., 2024; Wu et al., 2022).
- The introduction of interdisciplinary outlooks is mentioned as a necessity to allow a gap between the theory and the practice of marketing management to be bridged (Khan et al., 2024; Mathew & Akhil, 2023).

Critical Analysis and Synthesis

The analyzed literature on marketing management strategies demonstrates a well-developed and developing body of literature that effectively reflects the evolution of strategic themes, specifically, digital transformation, sustainability, and new technologies. It also has strengths such as exhaustive bibliometric analysis that assigns the major trends, authors that have impact, and topical clusters, which provide a good understanding of the maturity and path of marketing strategies. Nevertheless, weaknesses still remain in terms of diversity in methods, geographic coverage, and the combination of scholarly and practical approaches. Most research focuses on digital marketing and sustainable marketing, but more studies on interdisciplinary practice and new ethical implications are necessary. This weakness makes the use of visual bibliometric mapping valuable, as demonstrated in Figure 1, which synthesizes the thematic co-occurrence of 683 studies and identifies five consistent clusters of 683: AI-driven marketing, digital transformation, sustainability, consumer behavior, and methodological reflexivity, thus providing a more focused basis for the structured critical analysis in Table 2. As shown in Figure 2, research output is concentrated in North America, Europe, and East Asia, which further substantiates the concerns regarding the scarcity of geographic inclusivity in the domain.

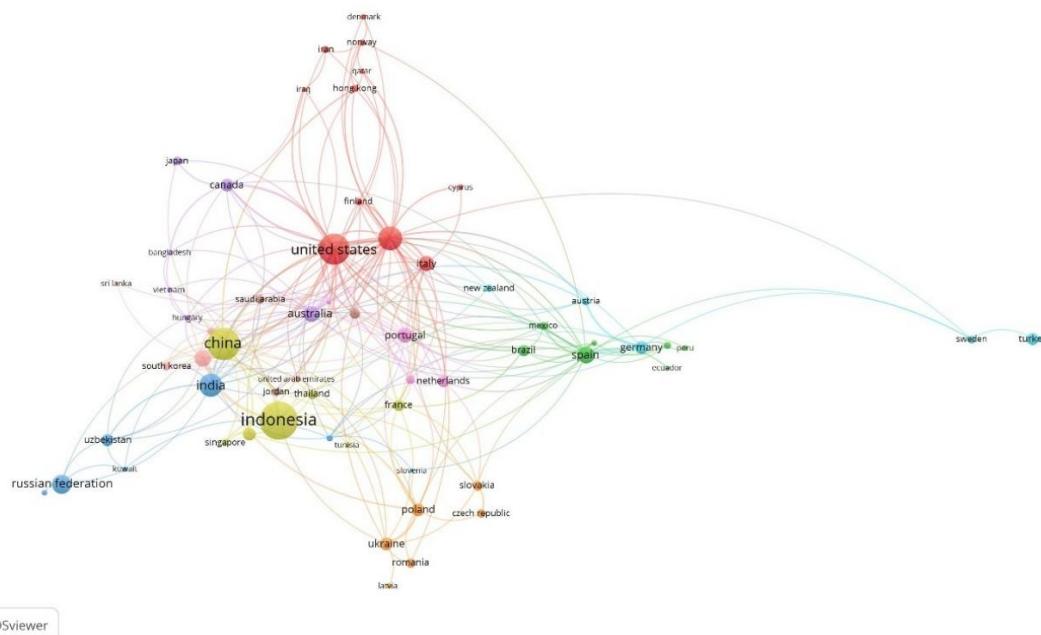


Figure 2. International Collaboration Network of Countries in Marketing Management Research (1990–2025)

The limited links to other parts of the world, such as Southeast Asia and Latin America, indicate that there is a great need to fill the gap in the literature, and researchers should make active efforts to incorporate the views of these underrepresented markets.

Table 2. Critical Analysis of Strengths and Weaknesses in the Marketing Management Strategy Literature

Aspect	Strengths	Weaknesses
Methodological Approaches	State-of-the-art bibliometric and scientometric methods, including co-citation, bibliographic coupling, and key word co-occurrence analyses, are used in the literature and allow mapping research trends and intellectual structures in the field of marketing management in detail (Chotisarn & Phuthong, 2025; Cruz-Martínez et al., 2024; Wu et al., 2022). Visualization tools such as the VOSviewer improve the level of interpretability and help to identify thematic clusters, as well as influential works (Kara & Orman, 2024; Ramos et al., 2025).	Despite methodological rigor, many studies rely heavily on bibliometric data from limited databases (e.g., Scopus, Web of Science), which may exclude relevant publications and introduce selection bias (Akpinar, 2024; Çelik & Divanoğlu, 2024). The body of qualitative or mixed-methods research is relatively scarce and may offer more contextual insights into the process of strategic decision-making and its operationalization (Das et al., 2025; Önden, 2024)
Thematic Coverage and Evolution	The study addresses the most important strategic topics of digital marketing, sustainability, integration of AI, and data-driven approaches thoroughly, which is responsive to the changes in the field to technological and societal shifts (Euch & Said,	Although they have a significant breadth in terms of themes, certain new topics and areas are underdeveloped or weakly covered in the literature, including ethical concerns, consumer privacy, and interdisciplinary integration (Das et al.,

Aspect	Strengths	Weaknesses
Geographic and Institutional Representation	2024; Ngoc et al., 2023; Sang, 2024) The emergence of new topics such as AI, blockchain, and customer touch shows that they correspond with the modern marketing issues (Hamamah et al., 2024; Legito & Andriani, 2023; Ramos et al., 2025). The literature indicates that North American, European, and some Asian countries are the dominating contributors, which is a well-developed research centres and promotes international partnership (Akpinar, 2024; Cruz-Martínez et al., 2024; Sudirjo et al., 2023). The geographic mapping helps to realize the dynamics of research and knowledge distribution on the planet (Chagas et al., 2025; Ulumiddin et al., 2025).	2025; Miah, 2024). Also, the emphasis on digital transformation tends to suppress the conventional strategic marketing concerns, which can lead to the lack of holistic knowledge (Çelik & Divanoğlu, 2024; Duque-oliva, 2022). The underrepresentation of emerging economies and regions developing is strong, and it limits the generalizability of the results and ignores the differences in market settings (Das et al., 2025; Khan et al., 2024). A small amount of non-English publications and regional journals also makes the scope even smaller (Cardoso et al., 2023; Çelik & Divanoğlu, 2024).
Integration of Academic and Practical Perspectives	Some of them manage to combine academic theory and practical marketing implementations, especially in digital and sustainable marketing practices, providing practical suggestions to practitioners (Chotisarn & Phuthong, 2025; Noor, 2025; Sudirjo et al., 2023). Knowledge transfer and strategic benchmarking are achieved with the help of the identification of influential papers and authors (Çelik & Divanoğlu, 2024; Ramos et al., 2025)	Nevertheless, rather implicit than explicit, the correspondence between academic and industry practice has not yet been properly tested in the form of a systemic comparison between the effectiveness or adoption levels of any strategy in a real-life environment (Cardoso et al., 2023; Önden, 2024). This weakness restricts the relevance of theoretical models and needs to be more empirically validated.
Analysis of Adoption and Maturity Phases	The literature delineates clear phases of adoption and maturity for various marketing strategies, such as integrated marketing communications and digital marketing, supported by temporal bibliometric data (Sang, 2024; Wijayanto et al., 2024; Wu et al., 2022). The staged perception helps identify the important changes and saturation stage in research and practice (Donthu et al., 2022; Noor, 2025).	Nevertheless, most of the analyses are not very long-term and cannot place maturity phases in the context of organizational or market-specific variables, which means that the explanatory power is limited (Akpinar, 2024; Çelik & Divanoğlu, 2024). The ebb and flow of new and old themes is simplified at times, without factoring in the subtle trends.
Identification of Key Influential Works and Authors	The bibliometric studies are successful at locating seminal papers, prolific authors, and most prominent journals that influenced research in marketing management and serve as the basis of further scholarship (Donthu et al., 2020; Euch & Said, 2024; Ramos et al., 2025). This makes it easier to do specific literature reviews and strategic research planning.	The emphasis on the count of citations and the volume of publications might be biased in favor of established researchers and mainstream issues, which might overlook innovative or interdisciplinary research (Akpinar, 2024; Thaichon et al., 2022). Furthermore, measurements that rely on citation might be inadequate in recording applied effect or voices of emergence. However, the field of digital and sustainable marketing remains immature, and there is little empirical research on the overall impact of both on consumer
Digital Transformation and	The rise of digital transformation and sustainability in the marketing approach is underlined more and more, which is an expression of the modern day business	

Aspect	Strengths	Weaknesses
Sustainability Interplay	demands (Khan et al., 2024; Kravchenko, 2025; Ngoc et al., 2023). The themes have been found to intersect in innovation and competitive advantage-driving forces (Buvaneswari, 2024; Prasetya & Najib, 2025).	behavior and firm performance (Gökerik, 2024; Khan et al., 2024). This convergence has ethical and societal implications that are to be addressed in the academic sphere further.

Thematic Review of Literature

The body of research on marketing management strategies shows the dynamic and changing environment caused by digital transformation, sustainability, and new technologies. The key topics are the adoption of digital and data-driven marketing strategies, increasing focus on sustainability and green marketing, and how artificial intelligence and innovation can influence strategic marketing practices. The history of research demonstrates the transformation of classic marketing paradigms to new technology-oriented, customer-focused, and ethical-conscious approaches that have been shaped by significant scholarly and practical efforts worldwide. Comparative studies refer to thematic phases of maturity, increasing interest in digital and green activities, and the synthesis of the credibility of academic research and practical applications (Table 3).

Table 3. Thematic Review of Marketing Management Strategy Literature (1990–2025)

Theme	Appears In	Theme Description
Digital Marketing and Transformation	30/50 Papers	The growth in digital marketing research is increasing at a very high rate due to the changes in technology within the social media, big data and AI applications as it signifies the transition between traditional and digital-focused approaches. The research prioritizes the acceleration of digital adoptions due to such events as COVID-19, with the customer engagement, personalization, and platform-oriented strategies in the center. This theme includes the bibliometric analyses that show the exponential increase in publications, most influential researchers, and the changing areas of research premises in fields and locations. (Behera, 2025; Buddha & Venkateswarlu, 2025; DANACI, 2023; Das et al., 2025; Gökerik, 2024; Kara & Orman, 2024; Mathew & Akhil, 2023; Önden, 2024; Saliha & İnan, 2023; Sang, 2024; Wijayanto et al., 2024).
Sustainability and Green Marketing	19/50 Papers	Sustainable marketing is in increased focus, with an integrated nature of environmental, social, and economic aspects into strategic contexts. Developed and emerging economies make higher contributions to the research clusters of green innovation, corporate social responsibility, and sustainable business models. The literature indicates increased publication patterns after 2018 and the need for more interdisciplinary cooperation and regionalization. (Buvaneswari, 2024; Gökerik, 2024; Khan et al., 2024; Koul & Kasar, 2024; Kumar, 2024; Liu et al., 2023; Ngoc et al., 2023; Prasetya & Najib, 2025).
Artificial Intelligence and Emerging Technologies in Marketing	17/50 Papers	Machine learning and blockchain are key examples of AI and their role in redefining marketing efforts, making them data-driven and personalized, and improving customer experience. The literature records a growing bibliometric interest in the topic of AI implementation in marketing strategy, ethical aspects, and the creation of new marketing ecosystems. This topic crosses into the digital transformation and sustainable marketing research (Chotisarn & Phuthong, 2025; Euch & Said, 2024; Hamamah et al., 2024; Judijanto, 2024; Legito & Andriani, 2023; Noor, 2025).

Theme	Appears In	Theme Description
Strategic Marketing and Business Model Innovation	15/50 Papers	Marketing strategies have evolved today with the introduction of innovation and business model strategy to gain a competitive advantage and market leadership. Research highlights the multidimensional strategic marketing that encompasses the factors of sustainability, digitalization, and organizational performance. Bibliometric analysis shows their thematic clusters that revolve around strategy frameworks, the context of SMEs, and how innovation and sustainability interrelate (Çelik & Divanoğlu, 2024; Donthu et al., 2022; Jabib et al., 2024; Judijanto et al., 2024; Mardiah et al., 2023; Sudirjo et al., 2023).
Customer Behavior and Engagement in Digital Contexts	13/50 Papers	Digitization and the resulting change in consumer behavior are the center of attention in marketing management and the online user acceptance, decision-making, personalization and ethical issues of data privacy have been studied. The studies emphasize the idea of customer engagement as the central key to the success of marketing in digital and social media settings which points to the necessity of adaptive and interactive strategies (Farhan, 2024; GÜMRÜKÇÜ, 2025; Hamamah et al., 2024; Judijanto et al., 2024; Wu et al., 2022).
Bibliometric and Scientometric Methodologies in Marketing Research	12/50 Papers	A large part of the literature utilizes bibliometric and scientometric evaluation to trace the research trends, thematic development, and the impactful studies. These studies offer meta-analytical information about publication patterns, author contributions, and hotspots of research, which allows gaining a full insight into the intellectual organization of the marketing discipline (Akpinar, 2024; Cardoso et al., 2023; Donthu et al., 2020; Duque-oliva, 2022; Laila et al., 2024; Ramos et al., 2025; SENYAPAR, 2024; Thaichon et al., 2022).
Social Media Marketing and Ethical Considerations	9/50 Papers	Research on social media marketing is based on platform-specific approaches, consumer interaction, brand building, and ethical issues, including data privacy and algorithmic fairness. The literature records not only a notable increase in publications after 2015 but also a focus on rigorous methodologies and ethical framework requirements when it comes to digital marketing practices (Behera, 2025; Das et al., 2025; Hamamah et al., 2024; Wu et al., 2022).
Emerging and Declining Themes: Innovation, Data-Driven Marketing, and COVID-19 Impact	7/50 Papers	The study reveals the emergent themes such as innovation in marketing strategy, data-driven approach, and the effect of COVID-19 on marketing practice. Even as big data, AI, and live streaming are gaining momentum, other classic themes reveal some relative weakness. The thematic changes mirror the receptiveness of the field to technological and societal changes to change (Judijanto, 2024; Legito & Andriani, 2023; Saliha & İnan, 2023; Thaichon et al., 2022).

Chronological Review of Literature

Marketing management strategies have changed dramatically during the last three decades and are associated with the incorporation of digital technologies, environmental concerns, new innovations, artificial intelligence, and big data analytics. Initial studies were highly based on the basics of marketing and traditional methods; however, over time, they were eventually more oriented towards digital marketing and intelligence-based marketing in the 2000s. Later research focused on the interplay of digital transformation, sustainable marketing practices, and the advanced use of technological applications in marketing systems. This trend in the literature is also indicative of an increasing overlap between scholarly research and practice, with a corresponding increase in the focus on issues such as AI integration, sustainability, and

customer interaction, and a corresponding decrease in matters that focus solely on the traditional understanding of marketing (Table 4).

Table 4. Chronological Evolution of Marketing Management Strategies (1990–2025)

Year Range	Research Direction	Description
1990–2004	Foundational Marketing and Early Digital Concepts	The studies focused on the classical marketing management, consumer behavior and the development of the electronic marketing ideas. First ventures into digital marketing were established and aimed at product introduction and simple online marketing methods. It was the field of marketing as a multidisciplinary field that was given a focus, which comprises of business, communication and computer science disciplines.
2005–2010	Growth of Digital Marketing and Integrated Communications	Characterized by the accelerated growth of digital marketing literature, one of these is integrated marketing communication and the implementation of social media platforms. Research on the transition of traditional to digital models, which have been characterized by the focus on users interaction, brand communication, and the adoption of early digital strategies. Bibliometric analyses started to record the trend in publications and thematic clusters in digital marketing.
2011–2015	Data-Driven Marketing and Social Media Emergence	It has focused on data-driven marketing, social media marketing, and reaching out to consumers via digital media. This research illuminates the necessity of analytics, content marketing, and the development of digital tools. Marketing communications have been taken to the center of social media, and a stricter and interdisciplinary approach has become a reality.
2016–2020	Digital Transformation and Technological Integration	The focus on the impact of digital transformation, with AI, big data, and machine learning, on marketing management is high in the literature. Scholars have researched the effect of digital marketing on how individuals make purchases, how businesses operate, and how they market. Sustainability and ethics are also being considered as technology continues to change.
2021–2023	Sustainability and Advanced Digital Marketing Strategies	Sustainability has been discussed in the literature as a subset of marketing strategies, green marketing, and the implications of new technologies such as blockchain and AI. Such subjects include customer experience, digital innovation, and sustainable development. Bibliometric research focuses on topicalities such as institutionalization, macro-marketing, and popular authors and journals..
2024–2025	Innovative Marketing Management in the Digital Era	Recent studies have concentrated on new directions of digital transformation in creating individualized marketing strategies using AI and IoT with analytics. One of the core themes is sustainability, as well as ethical marketing and progressive ecosystem perspectives. Research underlines the intersection of digital technologies and sustainable development of enterprises and strategic position of marketing to the economic growth, which is backed by transdisciplinary and transnational cooperation.

Agreement and Divergence Across Studies

In this way, the literature review provides an understanding of the considerable increase in the volume and interest in digital marketing, sustainable marketing, and the incorporation of new technologies such as AI and big data. The majority of studies agree on the growing focus on user-oriented approaches, digital transformation, and sustainability as some of the main focus areas in marketing management literature. Nevertheless, there are variations in the rigor and breadth of their thematic scope; some are more interested in practical applications, whereas others are more interested in

theoretical constructs or regional inputs. These variations can be attributed to differences in bibliometric procedures, data collection, and time scope, as summarized in Table 5.

Table 5. Comparative Synthesis of Consensus and Contradictions in Marketing Strategy Literature

Comparison Criterion	Studies in Agreement	Studies in Divergence	Potential Explanations
Publication Volume and Growth Rate	Multiple studies report exponential growth in marketing management research, especially digital and sustainable marketing, from early 2000s onward. Trends show expansion in both academic and practical literature with peaks around recent years (post-2015) (Buddha & Venkateswarlu, 2025; Cruz-Martínez et al., 2024; Kara & Orman, 2024; Mathew & Akhil, 2023; Sang, 2024).	Some studies note fluctuating publication counts or slower growth in niche areas like data-driven marketing or sustainable marketing in developing regions (Çelik & Divanoglu, 2024; Gökerik, 2024; Wijayanto et al., 2024).	Divergence stems from different time windows, databases (Scopus, WoS, regional indices), and focus areas (digital marketing vs. strategic marketing), influencing observed volume trends.
Thematic Evolution	Consensus exists on rising themes: digital transformation, AI, social media, sustainability, and customer engagement dominate recent research (Behera, 2025; Euch & Said, 2024; Hamamah et al., 2024; Khan et al., 2024; Wu et al., 2022). Sustainability and digital marketing increasingly interlinked (Buvaneswari, 2024; Koul & Kasar, 2024; Ngoc et al., 2023).	Some studies highlight emerging but less integrated themes such as blockchain, neuromarketing, and ethical marketing, with inconsistent emphasis across regions and journals (Jabib et al., 2024; Miah, 2024; Ramos et al., 2025).	Variation in thematic focus arises from disciplinary perspectives, journal scopes, and geographic emphasis, with some analyses covering broader marketing management versus specific subfields.
Adoption and Maturity Phases	There is agreement that digital marketing and AI-related strategies are in the adoption to maturity phases, with widespread application and research interest (Behera, 2025; Chotisarn & Phuthong, 2025; Cruz-Martínez et al., 2024; Noor, 2025). Integrated marketing communication shows continuous evolution but conceptual fragmentation (Wu et al., 2022).	Certain strategic marketing themes, such as sustainability marketing and green marketing, are considered emerging or still maturing, especially in emerging economies (Khan et al., 2024; Kumar, 2024; Liu et al., 2023).	Discrepancies relate to the novelty of topics, regional adoption differences, and the speed of technological diffusion affecting maturity classification.
Influence and Citation Impact	The authors and key papers are seen as having a significant influence on the development of digital marketing, the integration of AI, and sustainable marketing research; high citation impact related to the topics of innovation and emerging technologies (Buvaneswari, 2024; Euch & Said, 2024; Judijanto et al., 2024; Ngoc et al., 2023; Ramos et al., 2025).	Variation exists in identifying influential works, with some studies focusing on top-tier journals and others including regional or language-specific outputs (Akpinar, 2024; Çelik & Divanoglu, 2024; Mohd Ali & Abdul Gafar, 2023)	Differences arise due to bibliometric methodologies (citation thresholds, database coverage) and language or regional biases impacting citation visibility.
Comparative Strategy Analysis	The majority of the literature supports the idea that theoretical frameworks of service-dominant logic, technology	Divergence appears regarding the balance of theory-practice integration;	Variations due to disciplinary divides, the nature of analyzed

Comparison Criterion	Studies in Agreement	Studies in Divergence	Potential Explanations
	acceptance models, and practical approaches to the implementation of AI, data analytics and customer engagement strategies have been highlighted in academic research (Chotisarn & Phuthong, 2025; Euch & Said, 2024; Hamamah et al., 2024; Noor, 2025).	some argue academic-practitioner gaps persist, especially on sustainability and ethical marketing (Das et al., 2025; Khan et al., 2024; Önden, 2024).	literature (empirical vs. conceptual), and the differing priorities of academic and practitioner communities.

Theoretical and Practical Implications

Theoretical Implications

- The results indicate that marketing management is actively developing, particularly along with digital transformation, sustainability, and the use of new technologies such as AI and big data. It advances current service-dominant logic and technology acceptance models by introducing up-to-date digital and ecosystem thinking (Chotisarn & Phuthong, 2025; Euch & Said, 2024; Kravchenko, 2025).
- Bibliometrics show the existence of different stages of adoption and maturity in the marketing research field, with the initial foundational themes being replaced by more specialized and interdisciplinary clusters, which include data-driven marketing, social media marketing, and sustainable marketing. This pattern is similar to the diffusion of innovation theory and lifecycle models, which proves the gradual evolution of marketing strategies (Ngoc et al., 2023; Ramos et al., 2025; Wu et al., 2022).
- The growing status of the concept of sustainability and green marketing undermines the profit-focused marketing theories of the old when focusing on ecological and social aspects, thereby promoting a more comprehensive and responsible marketing paradigm taking ecological and social issues into consideration (Khan et al., 2024; Liu et al., 2023; Ngoc et al., 2023).
- A comparative study of academic and practical positions shows that the value of digital and data-driven strategies becomes convergent, but the gaps that need to be filled in the relationship between the theoretical framework and the empirical validation of the relationships between user acceptance, quality, and planned behavior constructs can also be identified (Hamamah et al., 2024).
- The emergence of the trending topics of AI, blockchain, and live streaming and the depreciation or niche ones indicates that marketing theories need to be constantly renewed to meet the needs of technological progress and shifts in consumer behavior, which supports the idea of adaptive and integrative theoretical frameworks (Hamamah et al., 2024; Jabib et al., 2024; Ramos et al., 2025).
- The presence of research contributions all over the world, where North America, Europe, and Asia are the dominant players and other parts of the world have begun to play a significant role, supports the idea that marketing is a contextualized discipline, culturally and regionally; therefore, theoretical contributions should include more cross-cultural and institutional considerations (Akpinar, 2024; Chagas et al., 2025; Sudirjo et al., 2023).

Practical Implications

- For industry practitioners, the findings reveal a dire need to focus on innovative marketing management strategies that can leverage digital technologies, including AI, big data analytics, and social media, to boost customer engagement and personalization and develop a competitive edge in a fast-evolving marketplace (Behera, 2025; Hamamah et al., 2024; Noor, 2025).
- The increased emphasis on sustainability in the marketing strategy requires companies to incorporate green practices and corporate social responsibility in their main business not only to comply with regulatory and societal requirements but also to distinguish themselves and establish brand equity (Buvaneswari, 2024; Liu et al., 2023; Ngoc et al., 2023).
- The leaders of the digital and sustainable marketing environment have the chance to promote international cooperation and sharing of knowledge in order to enhance the spread of best practices in digital and sustainable

marketing, especially helping SMEs and developing markets overcome the disparities in technology adoption and strategic capacity (Mardiah et al., 2023; Sudirjo et al., 2023; Ulumiddin et al., 2025).

- The discovery of untapped spaces, such as user acceptance, quality, satisfaction, and planned behavior in digital marketing, opens viable possibilities for companies to work on customer experience and trust, which are key factors in maintaining engagement and loyalty in digital spaces (Önden, 2024).
- The signals of thematic changes and maturity stages in marketing research provide an organization with a guide on how to predict upcoming trends and invest in capabilities that fit future market needs, including AI-driven analytics, ethical marketing, and data privacy concerns (Das et al., 2025; Euch & Said, 2024; Miah, 2024).
- The multidisciplinary and international character of marketing research suggested by the review helps practitioners implement integrative approaches to take into account the insights provided by technology, psychology, sustainability, and business strategy to formulate more effective and resilient marketing strategies in complicated environments (Chotisarn & Phuthong, 2025; Khan et al., 2024; Legito & Andriani, 2023).

Limitations of the Literature

These methodological and contextual limitations are structured in Table 6 that describes the major limitations in the literature on marketing management that can be presently found, such as the restriction of databases, language bias, thematic focus, and the lack of consideration of practical views.

Table 6. Key Limitations in the Current Marketing Management Strategy Literature

Area of Limitation	Description of Limitation	Papers which have limitation
Database Restriction	Many studies rely on a single bibliographic database such as Scopus or Web of Science, limiting the comprehensiveness and external validity of findings. This constraint may exclude relevant publications, leading to potential bias in thematic and trend analyses.	(Akpinar, 2024; DANACI, 2023; Laila et al., 2024; Prasetya & Najib, 2025; Ramos et al., 2025)
Language and Regional Bias	The predominance of English-language publications and concentration of research in developed countries (e.g., USA, UK) restricts the generalizability of findings to emerging markets and non-English contexts, thereby limiting the global applicability of conclusions.	(Chagas et al., 2025; GÜMRÜKÇÜ, 2025; Khan et al., 2024; Sang, 2024)
Temporal Coverage Limits	Several reviews cover limited or uneven time spans, which may overlook earlier foundational works or recent rapid developments, thus affecting the accuracy of trend and trajectory analyses and potentially biasing the understanding of strategy evolution.	(Akpinar, 2024; DANACI, 2023; Donthu et al., 2020; Gao et al., 2021)
Methodological Constraints	The reliance on bibliometric and quantitative studies and lack of incorporation of qualitative research limits the understanding of the contextual and practical implication and ability to formulate subtle strategic dynamics in marketing management.	(Chotisarn & Phuthong, 2025; Hamamah et al., 2024; Prasetya & Najib, 2025)
Narrow Thematic Focus	Other studies are narrow in their subfields like digital marketing or sustainable marketing thus restricting the comprehensive appreciation of marketing management strategies and their efficiency in comparison to other strategic concerns.	(Buvaneswari, 2024; Kara & Orman, 2024; Mathew & Akhil, 2023; Ngoc et al., 2023; Wu et al., 2022)
Limited Inclusion of Practical Perspectives	Most of the literature focuses on research outputs in academia, and little is done to integrate practitioner perspective or industry case studies and thus the findings may lack the practical aspect and applicability to marketing strategy formulation of the findings.	(Noor, 2025; Önden, 2024)
Citation-Based Selection Bias	Selection of influential papers based solely on citation counts may overlook emerging but less-cited works, potentially skew	(Mohd Ali & Abdul Gafar, 2023; Ramos et al., 2025)

Area of Limitation	Description of Limitation	Papers which have limitation
	the identification of key themes and limit recognition of novel or interdisciplinary contributions.	

Gaps and Future Research Directions

Although the literature on marketing management strategies is abundant, several gaps remain that inhibit their theoretical development and practical applicability. These gaps, summarized in Table 7, cut across ethical aspects of digital marketing, lack of longitudinal and contextual knowledge of the maturity of the strategy, insufficiency of academic frameworks and real-world implementation of sustainability, inadequate representation of developing economies, and overreliance on bibliometric tools in favor of qualitative richness. The areas of special interest include ethical AI, consumer behavior in the digital world, and the relationship between digital transformation and sustainability, which are of high priority and should be discussed. They play a key role in developing robust, equitable, and contemporary marketing activities.

Table 7. Future Research and Future Development of Strategy Literature on Marketing Management.

Gap Area	Description	Future Research Directions	Justification	Research Priority
Integration of Ethical Considerations in Digital Marketing	Ethical issues such as data privacy, algorithmic fairness, and invasive marketing are underexplored in digital marketing strategy research.	Conduct empirical studies focusing on ethical frameworks and consumer perceptions related to digital marketing practices, including privacy and fairness in AI-driven marketing.	Ethical concerns are increasingly critical due to consumer awareness and regulatory pressures, yet current research lacks depth in these areas (Das et al., 2025; Miah, 2024)	High
Longitudinal Analysis of Adoption and Maturity Phases	Existing studies often lack longitudinal depth and contextualization of adoption and maturity phases of marketing strategies across industries and regions.	Develop longitudinal, multi-industry case studies to track the evolution of marketing strategies, integrating organizational and market-specific factors influencing maturity.	The complexity of bibliometric counts in comprehending the development of strategy adoption over time requires further insight. (Akpinar, 2024; Çelik & Divanoglu, 2024; Wu et al., 2022).	High
Bridging Academic and Practical Perspectives on Sustainability	There is a divergence between academic frameworks and practical implementation of sustainability and ethical marketing strategies.	Investigate the barriers and facilitators for translating sustainable marketing theories into practice through mixed-methods research involving practitioners and academics.	Aligning theory and practice is essential for effective sustainability integration but remains insufficiently addressed (Chotisarn & Phuthong, 2025; Liu et al., 2023; Sudirjo et al., 2023)	High
Geographic and Cultural Diversity in	Research is heavily concentrated in North America, Europe, and	Expand bibliometric and qualitative studies to include non-English	Broader geographic inclusion enhances generalizability and	Medium

Gap Area	Description	Future Research Directions	Justification	Research Priority
Marketing Strategy Research	select Asian countries, with limited representation from emerging and developing economies.	literature and emerging markets, focusing on contextual differences in strategy adoption and effectiveness.	uncovers diverse strategic approaches relevant to global markets (Das et al., 2025; Khan et al., 2024).	
Interdisciplinary Approaches to Marketing Strategy Evolution	Current research often treats marketing strategy themes in isolation, lacking integration with disciplines like psychology, sociology, and information systems.	Promote interdisciplinary research frameworks combining marketing with behavioral sciences, technology studies, and sustainability to capture complex strategy dynamics.	Complex market environments require holistic approaches to understand evolving consumer and technological influences (Chumwichan & Meesing, 2025; Miah, 2024; Noor, 2025).	Medium
Impact of Emerging Technologies Beyond AI and Big Data	While AI and big data dominate research, other emerging technologies like blockchain, IoT, and augmented reality are less studied in marketing strategy contexts.	Conduct focused empirical and bibliometric studies on the strategic implications and adoption patterns of blockchain, IoT, and immersive technologies in marketing.	Diversifying technology focus can reveal novel strategic opportunities and challenges beyond AI-centric narratives (Chotisarn & Phuthong, 2025; Jabib et al., 2024; Ramos et al., 2025)	Medium
Consumer Behavior and User Acceptance in Digital Marketing	Key factors such as user acceptance, user-generated content quality, satisfaction, and planned behavior are underexplored in digital marketing research.	Design empirical studies examining psychological and behavioral determinants of consumer engagement with digital marketing platforms and content.	These factors critically influence marketing effectiveness but have received limited scholarly attention (Önden, 2024).	High
Combined Effects of Digital Transformation and Sustainability	The intersection of digital transformation and sustainability in marketing strategies is nascent, with limited empirical evidence on their combined impact.	Explore integrated models assessing how digital tools enable sustainable marketing practices and their effects on consumer behavior and firm performance.	Understanding this convergence is vital for developing innovative, responsible marketing strategies (Khan et al., 2024; Kravchenko, 2025).	High
Methodological Diversification Beyond Bibliometrics	Heavy reliance on bibliometric methods limits contextual and qualitative insights into marketing strategy evolution.	Encourage mixed-methods research incorporating qualitative case studies, interviews, and ethnographic approaches to	Richer methodological diversity can uncover nuanced strategic decision-making processes and practical challenges (Das et al., 2025; Noor, 2025).	Medium

Gap Area	Description	Future Research Directions	Justification	Research Priority
Influence of COVID-19 on Marketing Strategy Trajectories	Although COVID-19's impact is acknowledged, detailed analyses of its long-term effects on marketing strategy adoption and thematic shifts are scarce.	complement bibliometric findings. Conduct longitudinal studies assessing how the pandemic reshaped marketing priorities, technology adoption, and consumer engagement strategies.	COVID-19 accelerated digital adoption, but its sustained strategic implications require deeper investigation (Cruz-Martínez et al., 2024; Sang, 2024).	Medium

CONCLUSION

The general literature on marketing management strategies reveals that the sphere is dynamic and undergoing constant alterations, which is highly attributable to the transformations in technologies, society, and global processes. The obvious tendency is that the number of research outputs has grown at an accelerated rate, particularly after the mid-2000s and more so in the previous decade. This expansion is equal to the increase in digital transformation, artificial intelligence, and sustainability as areas of concern. This study presents various phases of adoption and maturity by observing that aging marketers are slowly being phased out by digital, data-driven, technology-based marketing approaches. Past conceptual models of integrated marketing communications and brand management are already well-developed, and contemporary issues such as AI, blockchain, and sustainable marketing are yet to be developed.

The thematic development is characterized by a significant change from traditional marketing to digital-focused and socially conscious marketing. New directions include AI-based personalization, data analytics, and customer interaction on online platforms, and sustainability has become part of marketing plans to deal with environmental and ethical issues. Although this has been achieved, there are still gaps in the development of the subtle interaction between digital transformation and sustainability, especially in terms of their interplay in influencing consumer behavior and firm performance. Ethical concerns (such as privacy of the data and fairness of the algorithms) are becoming increasingly relevant, but require additional empirical studies and research.

The geographic scope of the research is also limited to North America, Europe, and even parts of Asia, as it is a representation of existing academic centers and industry leaders. The number of emerging economies is underrepresented; therefore, the findings can hardly be extrapolated, and many environments in the market are not factored. The interdisciplinary approach to theory and practice seems to be of an obligatory nature, and the relationship between the academic models and the actual implementation of strategies is not necessarily tested directly, but it occurs silently. This means that there is a gap in the empirical research on the effectiveness of these strategies and their adoption by various organizations.

In general, academic interest and practical marketing requirements during the emergence of digital transformation and AI adoption are strongly agreed upon in the literature. The ethical marketing is unclear, but it is promising for sustainability. Future studies should include long-term and context-related research that could help probe further into the phases of strategic adoption and maturity. It must also apply samples of a broader geographical scope and incorporate both scholarly learning and working perspectives. This form of interwoven knowledge is essential in the future, both in academic practice and marketing strategy, in an environment that is rapidly evolving.

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