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Analysis of the Role of Digital Marketing in Improving Marketing Performance: A Systematic Literature Review

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ABSTRACT

Purpose – This study synthesizes the contemporary literature on the relationship between digital marketing and marketing performance. It aims to identify the theoretical perspectives, underlying mechanisms, and research gaps explaining how digital marketing contributes to organizational performance.
Design/methodology/approach – This study employs a Systematic Literature Review (SLR) following the PRISMA framework. A structured search of the Scopus database covering publications from 2020–2025 identified 81 eligible peer-reviewed journal articles, which were analyzed using narrative synthesis.
Findings – The review demonstrates that digital marketing is increasingly viewed as a strategic organizational capability rather than merely a promotional tool. Its contribution to marketing performance is mediated through customer analytics, customer relationship management, organizational learning, innovation capability, data-driven decision-making, and digital transformation. The findings also highlight Resource-Based View (RBV) and innovation capability as dominant theoretical perspectives, while revealing inconsistencies in marketing performance measurement and limited theoretical integration.
Originality/Value – This study integrates fragmented evidence into a comprehensive conceptual framework linking digital marketing, organizational capabilities, innovation capability, and marketing performance. It clarifies the mechanisms underlying this relationship, identifies key research gaps, and provides directions for future empirical research and managerial practice.

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1. Introduction

The development of digital marketing over the past decade has shown significant changes, in line with the rapid digital transformation across various industrial sectors. Digital marketing is no longer understood simply as a traditional promotional tool, but has evolved into a strategic system integrated with organizational capabilities, innovation structures, and the dynamics of the business environment (Kim et al., 2021). Recent research, such as that conducted by Hu et al. (2025) and He et al. (2024), shows that digital marketing, which is now equipped with big data and artificial intelligence (AI) (Kumar et al., 2024), plays a vital role in improving marketing performance through better prediction and adaptation to market needs. Digital marketing (Athaide et al., 2025) now not only optimizes sales but also plays a role in increasing customer loyalty, operational efficiency (Zhan et al., 2024), and brand reputation, ultimately creating long-term value for organizations. However, although this research has advanced rapidly conceptually, there are still empirical gaps that need to be filled, particularly in directly measuring the impact of digital marketing on marketing performance.

Along with these developments, several theoretical approaches have been used to explain the relationship between digital marketing and marketing performance (Brrar et al., 2023). The capability-based approach, as described in the Resource-Based View perspective (Moreira et al., 2024), positions digital marketing as a strategic capability that can create sustainable competitive advantage. In this approach, digital marketing is considered an intangible asset that supports various marketing activities (Rubio-Andrés et al., 2024). The innovation-based approach (Rangaswamy et al., 2024; Siregar et al., 2024), which emphasizes the importance of digital marketing in creating and communicating innovations to the market, is also gaining increasing attention. A study by Osiyevskyy et al. (2025) shows that digital marketing can strengthen product and process innovation, which in turn contributes to improved marketing performance (Amoa-Gyarteng & Dhliwayo, 2024). However, although many studies have discussed these various approaches, literature that integrates these three perspectives with a focus on direct measurement of marketing performance is still limited.

This study aims to address this gap by synthesizing previous empirical evidence concerning the relationship between digital marketing and marketing performance and by identifying the theoretical mechanisms that consistently explain this relationship. The focus of this study is to identify the mechanisms, theoretical approaches, and key variables that explain the relationship between digital marketing and marketing performance. Furthermore, this study seeks to identify opportunities for future research development that can help broaden our understanding of how digital marketing plays a role in improving marketing performance across various contexts, including the small and medium enterprise (SME) sector and the increasingly digitalized global marketplace.

The research questions in this study are as follows: (1) How has the conceptual and empirical research on the role of digital marketing in improving marketing performance developed, as described in contemporary scientific literature? (2) What mechanisms, theoretical approaches, and key variables are used in the literature to explain the relationship between digital marketing and marketing performance? (3) What research gaps exist in the literature related to digital marketing and marketing performance, and what opportunities for future research development can be explored further?

This research is expected to make a significant contribution to the development of digital marketing theory, while also providing practical insights for marketing professionals in designing and implementing effective digital strategies. This research also has the potential to fill existing research gaps in the literature by integrating various fragmented theoretical approaches into a more holistic analytical framework.

2. Literature Review & Hypothesis Development

2.1 Resource-Based View (RBV) and Digital Marketing

The Resource-Based View (RBV) perspective explains that a company's competitive advantage stems from resources and capabilities that are valuable, rare, difficult to imitate, and non-substitutable (Masrianto et al., 2022). In the context of digital marketing, digital marketing is viewed as a strategic capability that enables organizations to create a competitive advantage through the utilization of digital technology and customer data (Moreira et al., 2024).

Maclean et al. (2023) assert that organizations with strong digital capabilities tend to be better able to adapt to changes in the business environment and achieve higher performance than organizations that utilize less digital technology. Thus, digital marketing can be positioned as a strategic resource that supports increased marketing effectiveness and customer value creation. From the Resource-Based View (RBV), digital marketing capability should be understood as a strategic organizational capability rather than merely a communication tool (Apasrawirote et al., 2022; Ranjan, 2023). It becomes a source of sustainable competitive advantage when supported by valuable customer data, advanced digital competencies, CRM integration, platform management expertise, customer analytics, and organizational learning routines (Chatterjee et al., 2025; Hagen et al., 2022). These complementary resources collectively satisfy the VRIN criteria by enabling firms to create unique customer value that is difficult for competitors to replicate (Hagen et al., 2022). Consequently, superior marketing performance emerges not from technology adoption alone but from the firm's capability to continuously integrate, reconfigure, and leverage digital resources in response to changing market conditions (Chatterjee et al., 2025; Ranjan, 2023).

2.2 Digital Marketing

Digital marketing is a series of marketing activities that utilize digital technology, the internet, social media, artificial intelligence, big data, and various digital platforms to create, communicate, and deliver value to customers (Bashar et al., 2025). In recent years, digital marketing has evolved from a mere promotional tool to a strategic capability that enables companies to gain a competitive advantage through the effective use of data and technology (Dwivedi et al., 2021; Kumar et al., 2024; Shams et al., 2024). Advances in digital technology enable organizations to personalize marketing, analyze consumer behavior in real-time, and make faster and more accurate decisions (Saura et al., 2024).

According to Athaide et al. (2025), digital marketing plays a crucial role in supporting marketing innovation through the integration of digital technology, data analytics, and artificial intelligence-based platforms. Digital marketing not only improves the effectiveness of marketing communications but also helps organizations build long-term relationships with customers through more personalized and interactive customer experiences (Marjanovic & Kovacevic-Opacic, 2025). Therefore, digital marketing is currently viewed as a strategic asset that supports organizational digital transformation and sustainable business performance improvement.

2.3 Marketing Performance

Marketing performance is an indicator of an organization's success in achieving its marketing objectives through increased sales, market share growth, customer loyalty, profitability, and marketing program effectiveness. According to Rubio-Andrés et al. (2024), marketing performance reflects a company's ability to create customer value and translate that value into measurable business results. In an increasingly competitive business environment, marketing performance measurement focuses not only on financial indicators but also includes non-financial indicators such as customer satisfaction, customer loyalty, digital engagement, and brand reputation.

Research by Nicolescu & Rîpa (2024) shows that customer relationships managed effectively through digital systems can increase customer loyalty and directly impact marketing performance. Furthermore, advances in digital technology have transformed the way organizations measure marketing effectiveness through the use of more accurate and real-time data analytics, customer relationship management (CRM), and various digital marketing indicators.

2.4 Innovation Capability and Digital Marketing

Innovation capability is an organization's ability to create, develop, and implement new ideas, products, services, or processes that provide added value for customers and the company. Various studies have shown that digital marketing acts as an enabler, accelerating organizational innovation processes through the use of customer data, market analytics, and digital technology (Osiyevskyy et al., 2025).

According to Rangaswamy et al. (2024), integrating digital marketing with innovation capability enables companies to understand customer needs more deeply, thereby producing innovations that meet market needs. Furthermore, digital marketing also helps organizations effectively communicate innovations to customers, thereby increasing product adoption rates and strengthening the company's competitive position. Digital marketing also contributes to innovation capability beyond promotional activities (Apasrawirote et al., 2022). Through continuous customer feedback collection, rapid product–market fit experimentation, real-time market communication, and accelerated diffusion of new products, digital marketing strengthens organizational learning and market responsiveness (Bargoni et al., 2024; Kalaignanam et al., 2021). These mechanisms enable firms to develop innovations that are better aligned with evolving customer needs, thereby enhancing customer value creation and long-term marketing performance

2.5 The Relationship Between Digital Marketing and Marketing Performance

Contemporary literature shows that digital marketing has a positive relationship with marketing performance. Digital marketing increases the effectiveness of marketing communications, expands market reach, enhances customer interaction, and strengthens customer loyalty, ultimately resulting in increased sales and market share (Ariadi et al., 2025). Furthermore, the use of artificial intelligence and big data in marketing activities enables organizations to conduct more precise market segmentation and improve the efficiency of marketing resource utilization (He et al., 2024; Hu et al., 2025).

Research by Lingappa et al. (2025) found that positive perceptions of information technology and the use of digital marketing have a significant influence on business performance. These findings are supported by Rizkita et al. (2025), who demonstrated that adaptive digital marketing strategies can enhance the competitiveness and sustainability of MSMEs in the digital economy era. Thus, digital marketing functions not only as a promotional tool but also as a strategic capability that can improve marketing performance through increased customer value, innovation, and organizational competitive advantage.

3. Methodology

This research adopted a systematic literature review (SLR) to analyze the current literature on the role of digital marketing in improving marketing performance (Pfajfar et al., 2024; Purchase & Volery, 2020). The systematic literature review (SLR) was used to map and synthesize empirical and conceptual findings within the relevant literature (Moreira et al., 2024). The study employed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework adapted for systematic literature review to ensure a transparent, systematic, and reproducible literature selection process. Initially, a comprehensive search was conducted in the Scopus database using the keyword "*digital marketing performance*", resulting in 3,435 records. As all records originated from a single database, the total number of retrieved publications remained 3,435 during the identification stage.

During the screening phase, a publication year restriction was applied to include only studies published between 2020 and 2025, reducing the dataset to 2,154 records while excluding 1,281 publications outside the specified period. The dataset was subsequently refined by restricting the subject area to Business, Management, and Accounting, resulting in 905 publications. Consequently, 1,249 records from other subject categories were excluded to ensure disciplinary relevance. The document type criterion was then applied by retaining only journal articles, which further reduced the dataset to 577 publications after excluding 328 records representing conference papers, reviews, book chapters, editorials, and other publication types.

The eligibility stage continued by applying a language filter, retaining only publications written in English. This process produced 566 eligible articles and excluded 11 records published in other languages. To increase topical relevance, a keyword-based screening was subsequently conducted, resulting in 140 publications after removing 426 articles that did not sufficiently address the research focus. Finally, an accessibility criterion was implemented by selecting only Open Access journal articles. This final filtering step excluded 59 publications and yielded 81 studies for inclusion in the analysis. For the instrument, the researcher used the PRISMA tool to track and analyze the selected articles according to predetermined criteria, with attention paid to abstract clarity, marketing performance measurement, and their relationship to digital marketing. The collected data were then analyzed using narrative synthesis techniques to identify mechanisms, theoretical approaches, and variables used in the literature, as well as to identify existing research gaps. The Scopus database was selected because it provides extensive coverage of high-quality peer-reviewed journals in business, management, and marketing, while offering standardized indexing that supports transparent and reproducible systematic literature reviews. To ensure consistency during the qualitative synthesis, only Open Access journal articles were included, allowing complete full-text assessment of theoretical perspectives, research methods, and empirical findings. Although this criterion enhanced transparency and accessibility throughout the review process, it may have excluded relevant subscription-based studies indexed in Scopus and other major databases, such as Web of Science, ScienceDirect, Emerald, and Springer. This methodological decision is therefore acknowledged as a limitation and is discussed further in the limitations section.

Following the PRISMA screening process, the 81 eligible studies underwent a qualitative appraisal before inclusion in the narrative synthesis. The appraisal considered four dimensions: (1) topical relevance to digital marketing and marketing performance, (2) methodological rigor, (3) theoretical contribution, and (4) publication quality, as all included studies were peer-reviewed journal articles indexed in Scopus within the Business, Management, and Accounting subject area. Because the objective of this review was conceptual synthesis rather than quantitative effect estimation, a qualitative appraisal approach was considered appropriate.

Figure 1. PRISMA Flow Diagram

This analytical method allows this study to provide an in-depth understanding of the development of digital marketing as a strategic factor contributing to marketing performance, as well as to identify future research directions that require further exploration. With this approach, the study aims to make a significant theoretical contribution and fill a gap in the existing literature.

Table 1. Characteristics of the Included Studies

No	Author	Year	Title	Journal	Keywords
1	Ariadi, A.; Muis, M.; Cokki, C.	2025	Model of digital marketing to enhance marketing performance at Pontianak culinary MSEs	Southern African Journal of Entrepreneurship and Small Business Management	Digital marketing; Marketing performance; MSMEs
2	Lingappa, A. K.; Saini, A.; Mathew, A. O.	2025	The Digital Divide: How Positive Perception Toward	Journal of Developmental Entrepreneurship	Digital marketing; ICT; Entrepreneurial performance

			ICT and Digital Marketing Outcomes Shape Entrepreneurial Performance		
3	Hu, Q.; Xu, Q.; Wu, J.; Zhang, L.	2025	Neural network prediction model of digital marketing under the green development mode of enterprises	Discover Computing	Digital marketing; Neural network; Green development
4	Kumar, V.; Ashraf, A. R.; Nadeem, W.	2024	AI-powered marketing: What, where, and how?	International Journal of Information Management	Artificial Intelligence; Digital marketing
5	He, Y.; Hu, M.; Lin, Y.	2024	Effects of complementors' perceived coopetition on fostering innovation	Industrial Marketing Management	Innovation; Digital platform; Marketing
6	Rubio-Andrés, M.; Linuesa-Langreo, J.; Gutiérrez-Broncano, S.; Sastre-Castillo, M. Á.	2024	How to improve market performance through competitive strategy and innovation in entrepreneurial SMEs	International Entrepreneurship and Management Journal	Marketing performance; Innovation; SMEs
7	Nicolescu, L.; Rîpa, A. I.	2024	Linking innovative work behavior with customer relationship management and marketing performance	Journal of Innovation and Knowledge	CRM; Marketing performance
8	Moreira, A.; Navaia, E.; Ribau, C.	2024	Innovation capabilities and their dimensions: A systematic literature review	International Journal of Innovation Studies	Innovation capability; Systematic literature review
9	Maclean, M.; Appiah, M. K.; Addo, J. F.	2023	Implications of strategic orientation on firms' performance: Does organizational innovation capability matter?	Cogent Business & Management	Strategic orientation; Innovation capability
10	Apasrawirote, D.; Yawised, K.; Muneesawang, P.	2022	Digital marketing capability: the mystery of business capabilities	Marketing Intelligence & Planning	Digital marketing capability; Business capability

4. Result and Discussion

This study aims to explain the role of digital marketing in improving marketing performance by identifying conceptual and empirical developments, the mechanisms underlying the relationship between digital marketing and marketing performance, and research gaps that can be further developed. The findings obtained in this study focus on testing the direct relationship between digital marketing and marketing performance, as well as efforts to fill the gap in the literature related to more consistent and standardized measurements in linking the two variables. Based on the research that has been conducted, the following is a discussion of the results of this study in relation to the existing literature.

RQ1: How is the Conceptual and Empirical Development of Research on the Role of Digital Marketing in Improving Marketing Performance?

The development of research on digital marketing in the last decade has shown a significant paradigm shift, from traditional media-based marketing to marketing based on data, technology, and artificial intelligence (AI) (Nogueira et al., 2025). This is in line with the findings of studies (Hu et al., 2025; He et al., 2024), which emphasize the importance of digital marketing as a strategic system that functions not only as a promotional tool but also as an enabler that improves marketing performance by utilizing big data and AI. As explained in studies (Joshi et al., 2025; Saura et al., 2024), digital marketing functions as a tool that is adaptive to market dynamics, providing organizations with the ability to respond to market turbulence quickly and efficiently. This research shows that digital marketing has a significant contribution to improving marketing performance through the use of data to understand and predict consumer behavior, as well as to better personalize marketing strategies.

Meanwhile, from a research perspective (Ariadi et al., 2025), digital marketing plays a crucial role in improving marketing performance for micro, small, and medium enterprises (MSMEs) in Indonesia. These findings illustrate that MSMEs (Mahn et al., 2024;Rizkita et al., 2025; Lee et al., 2025) that utilize digital marketing can expand their market reach and increase brand visibility at a relatively lower cost compared to traditional marketing. This demonstrates the importance of digital marketing in the context of the growing digital economy in developing countries, such as Indonesia, which has received little attention in the global literature. This research shows that the development of digital marketing is not only occurring in large companies, but also has a positive impact on companies with limited resources.

However, despite significant progress in digital marketing development, this study fills this gap by positioning digital marketing as the primary variable to examine its influence on marketing performance. As explained by Endres et al. (2024) and Kim et al. (2021), many studies view digital marketing as part of organizational capabilities or innovation, but do not directly examine it as a primary determinant of marketing performance. This study addresses this gap by synthesizing previous empirical findings and identifying recurring evidence regarding the relationship between digital marketing and marketing performance. Rather than empirically testing this relationship, the review integrates existing theoretical and empirical knowledge to develop a more comprehensive conceptual understanding.

RQ2: What are the Mechanisms, Theoretical Approaches, and Key Variables Used in the Literature to Explain the Relationship between Digital Marketing and Marketing Performance?

Digital marketing has been explained in previous literature through various theoretical approaches, including organizational capabilities, innovation, and digital systems. As explained in the findings of this study, the reviewed studies consistently suggest that organizational capabilities constitute an important mechanism through which digital marketing is associated with improved marketing performance. The Resource-Based View (RBV) perspective used by Maclean et al. (2023) emphasizes that digital marketing, as a strategic capability, enables organizations to create sustainable competitive advantage. This finding aligns with research findings (Endres et al., 2024), which show that strong digital marketing capabilities can enhance marketing effectiveness, but must be managed properly to avoid overuse, which can be detrimental to marketing performance.

Furthermore, the innovation-based approach found in studies (Osiyevskyy et al., 2025) and (Almansour, 2024) shows that digital marketing supports product and marketing innovation processes, which in turn improve marketing performance. These findings suggest that digital marketing is not only used to promote existing products but also serves as a tool to communicate an organization's innovations to the market. Digital marketing, in this case, acts as a link between internal innovation and the external market.

This study also confirms the critical role of customer relationships in improving marketing performance. Based on findings (Nicolescu & Rîpa, 2024), digital-based CRM enables organizations to build stronger relationships with customers and increase their loyalty. This demonstrates how digital marketing influences marketing performance through more effective customer relationship management. Furthermore, moderating and mediating factors, such as environmental dynamics and organizational capabilities, also influence the relationship between digital marketing and marketing performance, which aligns with findings in studies (Joshi et al., 2025) that demonstrate the importance of adaptive growth in dynamic environments.

Table 2. Classification of Mechanisms Identified in the Reviewed Studies

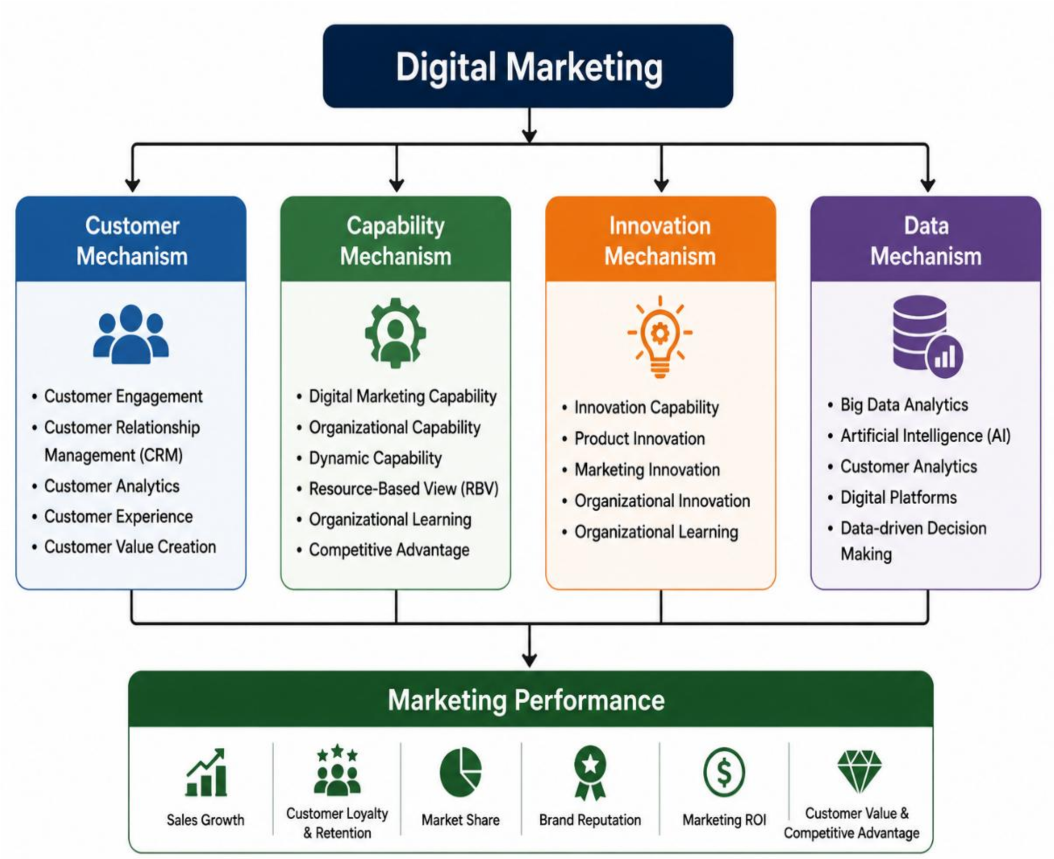
Mechanism Category	Main Components	Representative Studies	Contribution to Marketing Performance
Customer-based	CRM, Customer Engagement, Customer Analytics, Customer Experience	Nicolescu & Rîpa (2024); Ariadi et al. (2025)	Customer loyalty, customer value, market responsiveness
Capability-based	Digital Marketing Capability, RBV, Organizational Capability, Dynamic Capability	Apasrawirote et al. (2022); Ranjan (2023); Chatterjee et al. (2025)	Sustainable competitive advantage, organizational effectiveness
Innovation-based	Innovation Capability, Product Innovation, Marketing Innovation, Organizational Learning	Osiyevskyy et al. (2025); Rangaswamy et al. (2024)	Innovation performance and competitive differentiation
Data-driven	Big Data Analytics, Artificial Intelligence, Digital Platforms, Data-driven Decision Making	Kumar et al. (2024); Hu et al. (2025); He et al. (2024)	Better decision quality, personalization, marketing effectiveness

Conceptual Synthesis of Digital Marketing Mechanisms:

a. Customer-based mechanisms
b. Capability-based mechanisms
c. Innovation-based mechanisms

d. Data-driven mechanisms.

Figure 1. Conceptual Synthesis of the Mechanisms Linking Digital Marketing and Marketing Performance



Overall, these findings demonstrate that the relationship between digital marketing and marketing performance is complex and influenced by multiple mechanisms. This supports the importance of research that integrates multiple theoretical perspectives, such as organizational capabilities, innovation, and digital systems, to provide a more holistic understanding of how digital marketing influences marketing performance.

RQ3: What Research Gaps and Opportunities for Future Research Development Are Identified in the Literature Related to Digital Marketing and Marketing Performance?

The most significant research gap identified in this literature is the lack of studies explicitly examining the direct relationship between digital marketing and marketing performance as the primary dependent variable. While many studies link digital marketing to overall business or organizational performance, the direct relationship with marketing performance is rarely explicitly tested. This review addresses this gap by synthesizing previous studies that discuss the relationship between digital marketing and marketing performance and by identifying opportunities for future empirical validation.

Furthermore, many previous studies have used cross-sectional designs, which cannot measure the long-term impact of digital marketing on marketing performance. As noted by Maclean et al. (2023) and Rizkita et al. (2025), most studies still focus on static relationships and fail to capture the dynamics of changes in digital marketing strategies over time. This study provides an opportunity for future, more longitudinal research to measure the long-term impact of digital marketing.

This research also highlights gaps in marketing performance measurement. Previous literature has used a wide variety of marketing performance indicators, ranging from sales and customer loyalty to brand reputation (Pfajfar et al., 2024). This creates inconsistencies in measuring the impact of digital marketing on marketing performance. This study provides an opportunity to develop a more consistent and standardized definition and measurement of marketing performance, which can be used in future research.

Significance of Research Results

The results of this study are highly significant in enriching our understanding of the relationship between digital marketing and marketing performance. This research fills a gap in the literature by positioning digital marketing as a central concept for synthesizing existing evidence regarding marketing performance and proposing an integrated conceptual framework. By suggesting a more consistent and standardized measurement of marketing performance, this study also has the potential to provide clearer guidance for practitioners in designing and implementing effective digital marketing strategies.

Furthermore, the findings of this study are highly relevant to the context of developing countries like Indonesia, where digital marketing can be a powerful tool for improving the marketing performance of MSMEs. These findings have the potential to make a greater contribution to the existing literature, particularly in the context of the rapidly growing digital economy in developing countries. This study also opens up opportunities for further research examining the relationship between digital marketing and marketing performance in other sectors or regions, as well as developing more integrated and comprehensive models.

Research Implications

This study provides important theoretical and managerial implications. From a theoretical perspective, it advances the literature by synthesizing fragmented evidence and integrating the Resource-Based View (RBV), innovation capability, and digital systems into a comprehensive conceptual framework explaining the relationship between digital marketing and marketing performance. This synthesis clarifies the mechanisms through which digital marketing contributes to customer value creation and sustainable competitive advantage.

From a managerial perspective, the findings suggest that organizations should view digital marketing as a strategic organizational capability rather than merely a promotional tool. Managers are encouraged to monitor standardized performance indicators, including conversion rate, customer retention, customer lifetime value, customer engagement, brand sentiment, campaign efficiency, and digital marketing ROI. In addition, organizations should strengthen digital competencies, customer analytics, CRM integration, and organizational learning while proactively addressing risks related to data privacy, platform dependency, algorithm changes, inconsistent performance metrics, and digital literacy.

5. Conclusion

This study provides in-depth insights into the role of digital marketing in improving marketing performance by identifying the mechanisms, theoretical approaches, and key variables linking the two variables. The main findings of this study indicate that digital marketing functions not only as a promotional tool but also as a strategic system integrated with organizational capabilities, innovation, and digital transformation. Well-managed digital marketing can create a competitive advantage, increase customer loyalty, and improve brand reputation, which in turn improves overall marketing performance. Despite rapid progress in understanding the concept of digital marketing, there are still research gaps that need to be filled, particularly regarding the direct measurement of the impact of digital marketing on marketing performance and empirical testing of this relationship across broader sectors or regions.

One of the main contributions of this study is the comprehensive synthesis of previous evidence regarding the relationship between digital marketing and marketing performance, together with the development of an integrated conceptual understanding that can guide future empirical research. This study also focuses on the importance of more consistent and standardized marketing performance measurement, which can be used for further research in understanding the influence of digital marketing across various sectors. These findings provide a stronger foundation for the development of digital marketing theory, which practitioners can use to design more effective and efficient digital marketing strategies.

6. Limitations and Recommendations for Future Research

This review has several limitations. First, the analysis was restricted to publications indexed exclusively in the Scopus database. Although Scopus provides broad multidisciplinary coverage and rigorous indexing standards, relying on a single database may have excluded relevant studies indexed in other major databases such as Web of Science. Second, the review included only Open Access journal articles to ensure full-text accessibility and consistency during the qualitative synthesis. However, this criterion may have introduced selection bias by excluding subscription-based studies published in high-impact journals, potentially limiting the diversity of theoretical perspectives and empirical evidence. Third, as a systematic literature review, this study synthesizes existing evidence rather than empirically validating the relationship between digital marketing and marketing performance. Finally, variations in marketing performance measurements across the reviewed studies reduce the comparability of findings. Future systematic reviews should integrate multiple bibliographic databases and include both Open Access and non-Open Access publications to improve comprehensiveness, reduce selection bias, and enhance the robustness and generalizability of the synthesized evidence.

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Declaration of AI and AI-assisted technologies in the writing process

During the preparation of this manuscript, the authors used ChatGPT (OpenAI) to improve the clarity of academic writing, refine language, and enhance the organization of the manuscript. The AI tool was also used to assist in drafting preliminary text and improving the presentation of the systematic literature synthesis. It was not used to select the reviewed studies, conduct the PRISMA process, analyze the literature, interpret the findings, or formulate the scientific conclusions. All literature screening, critical evaluation, synthesis, interpretation, and final editorial decisions were performed exclusively by the authors. The authors carefully reviewed and revised all AI-assisted content and accept full responsibility for the accuracy, originality, and integrity of the published manuscript.

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