IJRAR.ORG E-ISSN: 2348-1269, P-ISSN: 2349-5138

INTERNATIONAL JOURNAL OF RESEARCH AND ANALYTICAL REVIEWS (IJRAR) | IJRAR.ORG

An International Open Access, Peer-reviewed, Refereed Journal

Mapping the Intellectual Structure of Digital Marketing and Business Performance Research: A Bibliometric Analysis

Mr. Amitash Shukla

Affiliation: Research Scholar, Faculty of Business Management, Sarala Birla University, Ranchi, India

Dr. Rashi Malpani

Affiliation: Assistant Professor, Faculty of Business Management, Sarala Birla University, Ranchi, India

Abstract:

Digital Technology Revolution has changed the way how businesses have operated and this change Is growing faster with each passing year. What used to be "good to have" optional social media presence and leveraging of digital marketing technologies has now transitioned to "must have" status. As the customer shifts from more traditional brick and mortar models to online platforms, it has become paramount for businesses to also tilt their marketing spend more on digital marketing technologies, in order to stay competitive. Compared to traditional marketing, digital marketing offers unparalleled real time deep insights through various analytics platforms.

Digital marketing covers a wide mix of activities, from social media posts and online ads to SEO, email campaigns and mobile promotions. The shift of industry towards digital marketing has been accelerated by the rapid adoption of smartphones and technologies globally. Digital marketing has allowed businesses to curate their marketing strategy according to micro segmentation, which was not possible to this level in traditional marketing. As the customer's journey shifts more towards the online, digital marketing is expected to play a central role in a company's overall marketing strategy, ensuring visibility, brand strengthening, sales conversions and ultimately, business performance.

Digital Marketing has become an indispensable part of the marketing strategy for all businesses, irrespective of their size. One of the most prominent benefits of digital marketing is the high-precision advertisement delivery. Leveraging big data insights, such as user information, online behaviour, and other patterns, digital marketing ensures that advertisements reach their intended audience, thereby significantly increasing the efficiency of ads. In the case of traditional marketing post-advertising spend, the marketers used to have only a couple of metrics to rely on for advertisement effectiveness, which didn’t provide actionable insights for optimisation. However, this changed with digital marketing, which allows metric measurability in the form of

average time spent, number of pages visited, click-through rate, and basket value metrics. However, Digital marketing has its challenges as well, with it being highly competitive and, as a result, it becomes challenging to stand out when other players are vying for the latest trends to catch on, landing in top positions on the first page, and hence it can become overbearing for a resource-constrained organisation. Digital marketing is also time and effort-intensive, as a host of activities need to be performed, monitored, adjusted, and improved. Hence, all this can be very challenging for small organisations.

The full scope of digital marketing remains an untapped potential for startups and small businesses. The overall impact of digital marketing on the business performance of startups is something that needs to be shed light upon to truly understand the multifaceted benefits that digital marketing can offer. This study's findings offer meaningful insights and pave the way for broader future research under this area of study.

Keywords:

Digital Marketing, Digital Marketing Tools, Startup, Business Performance, Social Media

Introduction:

Evolution and Foundations of Digital Marketing

Digital marketing is now part and parcel of the strategic capabilities of modern companies as the digital technology alters the manner in which businesses develop, communicate, and execute value. Pioneering efforts in digital marketing and e-business worked out the architecture toward the perception of online consumer behaviour, internet interfaces, online advertising (Wu et al., 2003; Schlosser et al., 1999; Wathen and Burkell, 2002). Gradually, online marketing has grown to be more sophisticated than traditional online advertising, requiring the use of analytics, automation, social media, mobile technologies, and customer insights to conduct complex work (Kannan, 2017; Saura, 2021; Jarvinen and Karjaluoto, 2015). The recent literature notes that digital marketing has become a dynamic ecosystem, in which consumer decision-making, digital touchpoints, and interactive content affect the competitiveness of a firm (Zhang and Mao, 2016; Bala and Verma, 2018; Terho et al., 2022). The transformation is characterised by the move toward the traditional, one-way communication to real-time, technology-enabled value-co-creation, and digital marketing becomes an essential organisational capacity of firms that operate in unstable, technology-induced environments (Homburg and Wielgos, 2022; van Tonder et al., 2024).

Digital Marketing in Startups, With Emphasis on Emerging Economies

Startups, in turn, are especially likely to benefit from the applicability of digital marketing as they are frequently associated with the use of cost-efficient digital resources to provide an opportunity to meet the insufficient resource base and widen the horizons of market activity. Startups are also resorting to digital channels in the emerging markets, emphasizing the visibility, better customer interactions, and competitive positioning (Basri and Siam, 2017, p. 607). Empirical research demonstrates that the adoption of digital marketing has a positive impact on Startup performance and helps to maintain all three agility, responsiveness, and innovation (Kawira et al., 2019; Halik et al., 2021; Afifah and Najib, 2022). Digitalisation imperative increased with COVID-19, pushing Startups to an online change in the shortest time possible to survive and develop (Mehralian and Khazaee, 2022; Gao et al., 2023; Alqasa and Afaneh, 2022). Digital marketing in Asian settings, such as India, allows startups to access more customers, capitalise on the use of social media, and use data to make decisions (Kaushik, 2016; Pandey et al., 2020; Mathur and Zatakia, 2023). With the intensification of digital penetration in emerging markets, the importance of digital marketing is also increasing in the center of the entrepreneurial ecosystem, including technology-based businesses and start-ups (Hawaldar et al., 2022; Dsouza and Panakaje, 2023; Mushi, 2024).

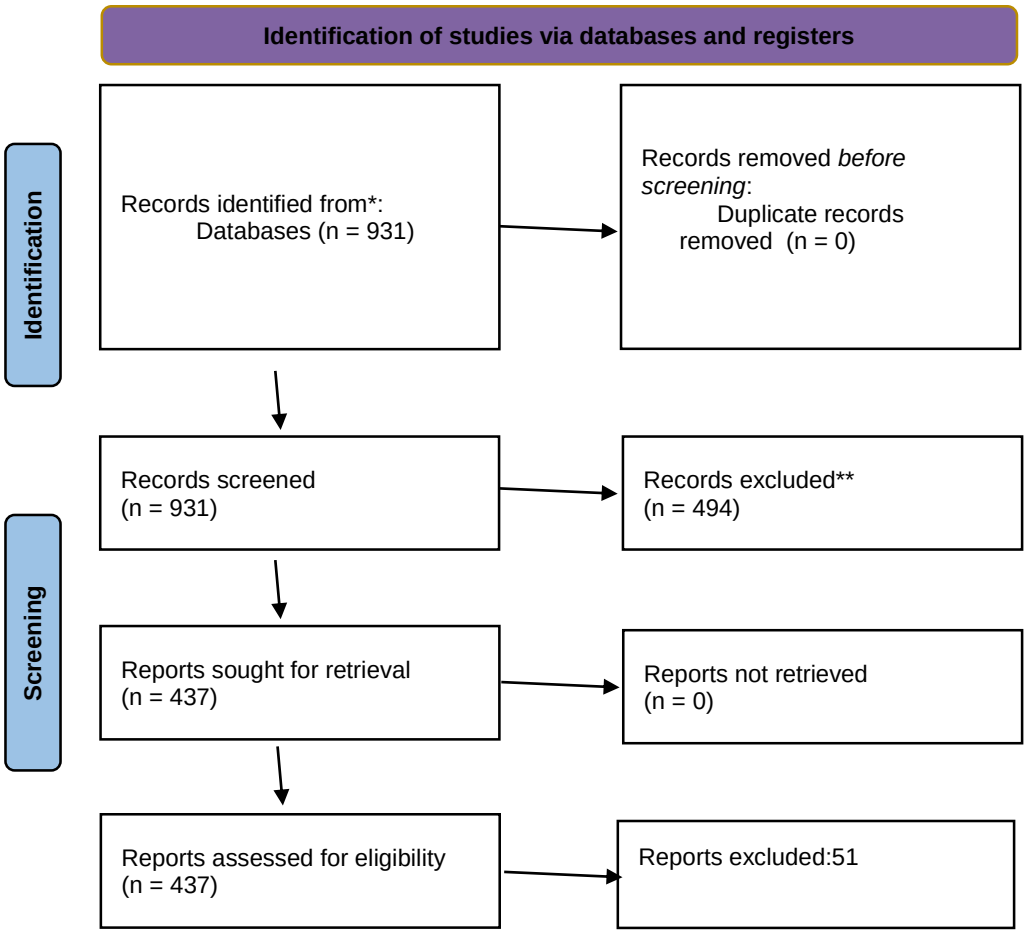
Digital Marketing and Business Performance

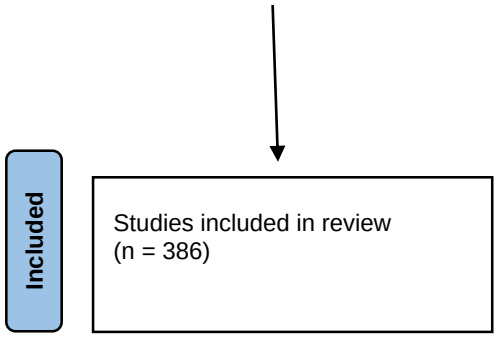
An extensive set of literature indicates that digital marketing has a great impact on the performance of businesses, improving it in various aspects, such as financial performance, acquisition of customers, brand equity, and efficiency of operations (Nuseir and Aljumah, 2020; Olazo, 2022; Orzan et al., 2020). Online marketing strategies and digital capabilities enhance firm-level competitiveness as they allow delivering content with a high level of personalisation to customers, conducting decisions based on analytics, and targeting customers (Apasrawirote et al., 2022; Herhausen et al., 2020; Wang, 2020). Furthermore, digital marketing, including social media, search engine optimisation, and viral marketing, has also been characterised to affect sales growth, customer loyalty, and performance of a firm in a startup (Dastane, 2020; Joseph et al., 2020, Jasin, 2022). Recent studies also single out mediating and moderating effects like digital innovation, CRM, environmental dynamism, and entrepreneurial orientation that assist in clarifying how digital marketing can result in better performance outcomes (Yasa et al., 2019; Purwanti et al., 2022; Fiona et al., 2024). All together, it is obvious that the facts align with the opinion that digital marketing is not only a promotion mechanism but a strategic resource that might lead to continuous business value and competitive advantage.

Research Gap and Purpose of the Study

Although the topic of digital marketing and startups performance has been thoroughly researched on an international level, there are still some gaps. To begin with, most empirical research is mainly centered in south east Asia, the Middle East, and Africa with very few studies specifically investigating Indian startups (Giantari et al., 2022; Udayana et al., 2023; Deku et al., 2024). Second, although most studies cover startups in general, only a small number of studies focus on startups as a specific category, despite the fact that startups are a special category that confronts different issues regarding scalability, lack of resources, and technological adoption (Mathur & Zatakia, 2023; Dsouza and Panakaje, 2023). Third, studies do not focus much on the role of the regional business environment, like the environmental conditions in the emerging Indian states like Jharkhand, which have emerging entrepreneurial ecosystems but receive little scholarly focus. Lastly, there is limited knowledge regarding the interactions of digital marketing with mediator variables like CRM and digital business transformation, and moderator variables like environmental dynamism, especially when it comes to start up contexts (Prakasa and Jumani, 2024; Yadav et al., 2024).

PRISMA:





Methodology and Data Selection

To achieve the credibility and transparency of this study, we used PRISMA (Preferred Reporting Items to Systematic Reviews and Meta-Analyses) framework on data collection and refinement. Since the current research involves the use of content analysis, the quality of metadata obtained was one of the main goals. The Scopus database was chosen as our main source because it covers a large range of peer-reviewed literature.

Search Strategy and Identification

The preliminary search was done with the help of three main strings which were aimed at the intersection of Digital Marketing, Business Performance and its proxies. In order to narrow the results down we have used Boolean operators and in this case we have used OR in the proxy categories and AND to link the dissimilar conceptual strings. The number of records identified during this first phase of identification was 931.

Data Screening and Cleaning

After these records were extracted, we applied a two stage cleaning policy to remove irrelevant information:

Stage 1: Automated Filtering: We used automation to narrow down the results in terms of relevancy and timelines. In this screening procedure, 494 records were eliminated; 437 research papers were remaining to be considered.

Stage 2: Manual review of Eligibility: There was a manual review of the metadata and abstracts to facilitate contextual relevance. In the course of this eligibility assessment, 51 research papers were filtered out because of their failure to meet the inclusion criteria.

Final Corpus

The final synthesis consisted of 386 studies after undergoing the intensive cleaning and screening process. These materials form the main corpus on which the following analysis and discussion in this review will be carried out.

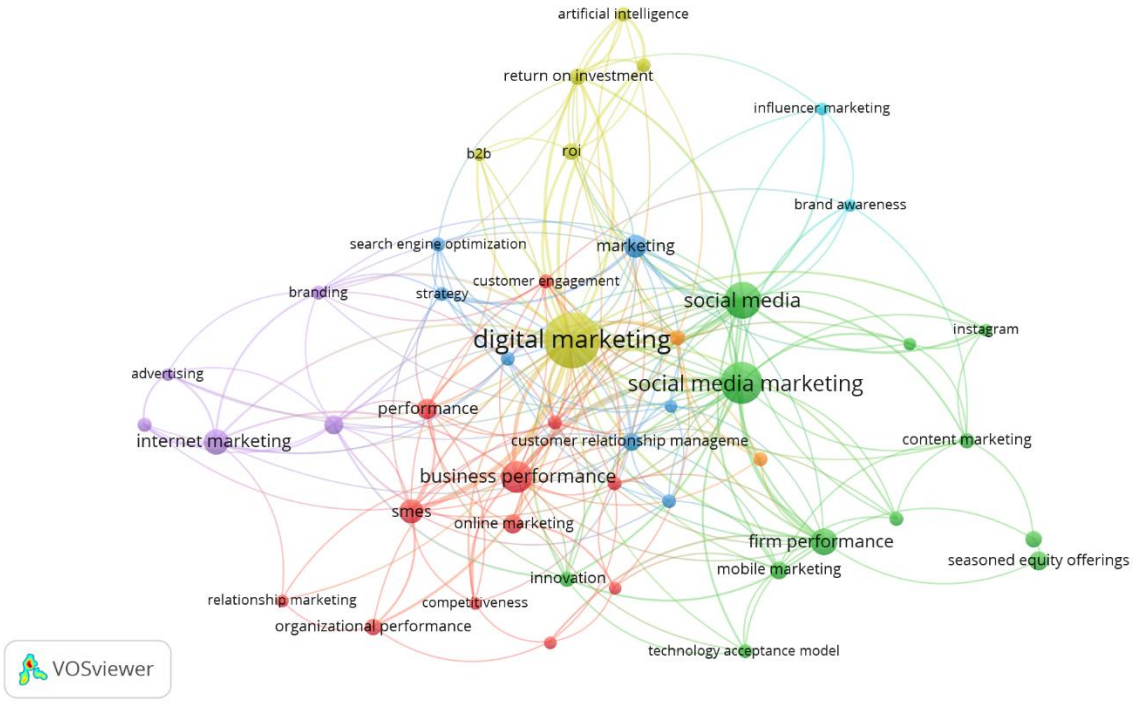
Methodology:

Description	**Results**
MAIN INFORMATION ABOUT DATA	
Timespan	2014:2025
Sources (Journals)	227
Documents	386
Annual Growth Rate %	23.14
Document Average Age	3.13
Average citations per doc	22.57
References	0
Author's Keywords (DE)	1344
Authors	1143
Authors of single-authored docs	46
International Co-Authorship %	24.35
Co-Authors per Doc	3.14
International co-authorships %	24.35
Document Types	Article

Table [1] provides an extensive bibliometric review of the set, consisting of 386 publications published in the period of 201415. This period of eleven years is indicative of the continuously changing domain, which is further demonstrated by a yearly growth rate of 28.14, which is an indicator of strong and consistent scholarly concern. The mean of the document date of 3.13 years is an indication that the foundation is built, yet a considerable percentage of the literature is modern.

The collection has a high scientific effect, as the average number of citations per document is 32.57, which means that the work in this field is used and has an impressive impact on other articles. These sources are spread in 227 separate sources (journals), which proves a wide-spreading publishing field. The conceptual depth is emphasized by the fact that 1,344 author keywords (DE) were identified, which implies a great variety of thematic interests of the research.

In the case of authorship and collaboration, the field is backed with a community of 1,143 personal authors. Although the large proportion of the work is shared, 46 authors have been involved by single-authored documents. Such a mix of individual contribution and teamwork highlights a developed research culture with great knowledge sharing and multi-disciplinary interaction rates.



Fig…. Co-occurrence network analysis depicts the keywords network. It was created with 47 keywords. For the visualization Bibliometrix was used.

The keyword co-occurrence network provides a organized visualization of the intellectual structure of the research connecting digital marketing to business performance.

Such a Co-occurence network shows that the knowledge structure is very interconnected, meaning that the field has developed segmented around several, yet related thematic clusters instead of single research streams.

The most dominant and powerful key word in the network is the digital marketing which is the central node with huge node size and linkages with other clusters. This central position suggests that digital marketing serves as the major conceptual base on which various constructs related to performance are considered. Closely related to it are such keywords as customer relationship management, branding, strategy, return on investment (ROI), and search engine optimization, which indicate that there is a significant volume of literature devoted to the dimensions of strategy and performance measurement of digital marketing initiatives.

The cluster around the social media is one of the most notable clusters, as it seems to mirror the rising role of the interactive platforms in the context of the digital marketing sphere. The keywords that are closely related to this cluster are customer engagement, consumption behavior, online marketing and content marketing, which are the outcome of the research that investigated the effects of the social media interactions on consumer

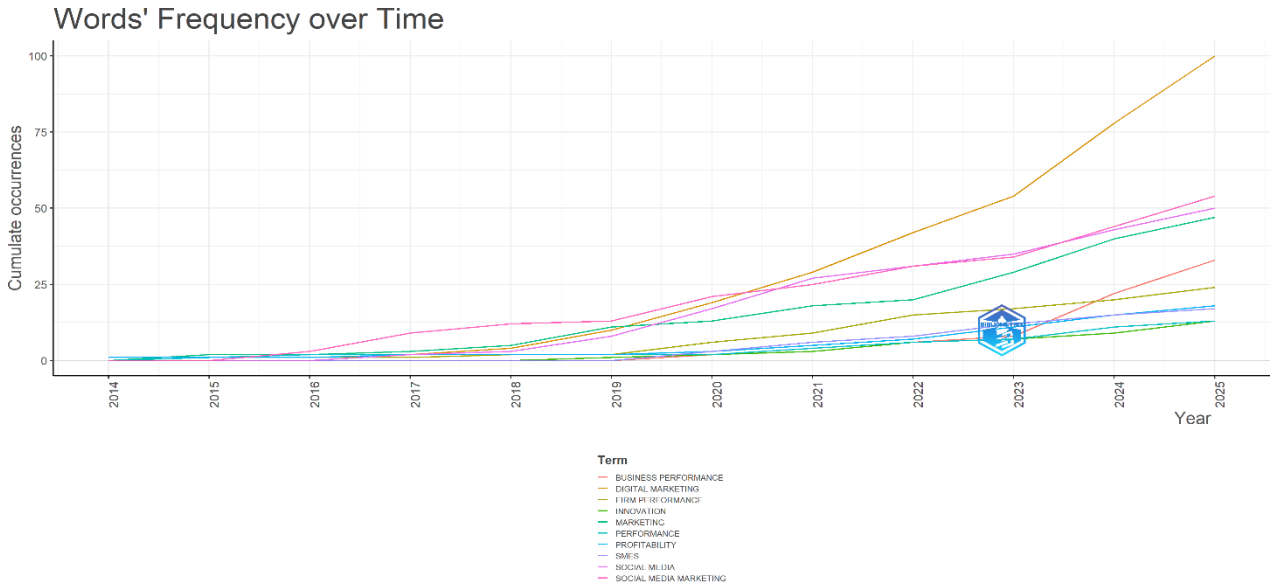
reaction and marketing performance. The high level of interconnections in this cluster shows that social media is not handled as a stand-alone tool, but, as a part and parcel of larger digital marketing initiatives.

The other cluster that can be seen focuses on social media marketing and its connection with business performance and sales performance. The similarity in these words indicates that the empirical studies have often investigated the connection between the activities instigated by social media and their actual organizational effects. Innovation, firm performance and technology acceptance model are keywords that are included in or near this cluster pointing to the fact that adoption, innovation capability, and performance outcomes are commonly researched in a digital environment.

Another cluster that is shown in the network is related to constructs that focus on performance and commerce; such as e-commerce, electronic commerce, sales, and competition. The cluster is a transitional area between the strategic digital marketing sphere and the operational and market performance aspects. The fact that it is linked with the central node of the digital marketing system and the social media cluster indicates that performance results are produced as a result of integrating platform-based interaction with larger global digital commerce processes.

Also, artificial intelligence, machine learning, and social media analytics are also emerging as keywords, which can be related to the main digital marketing cluster, but have a significantly smaller node size. It shows that intelligent and data-driven technologies are becoming more and more ingrained in digital marketing research, especially when it comes to the performance measurement-decision-making, though they are still relatively less-developed in comparison with traditional social media or strategy-oriented themes.

In general, the network of co-occurrence shows that the study of digital marketing and business performance is integrative on a multi-dimensional level. High interconnections of digital marketing, social media, customer engagement and performance measures indicate a move towards totalistic models that integrate strategic orientation, technological competence and outcome evaluation.

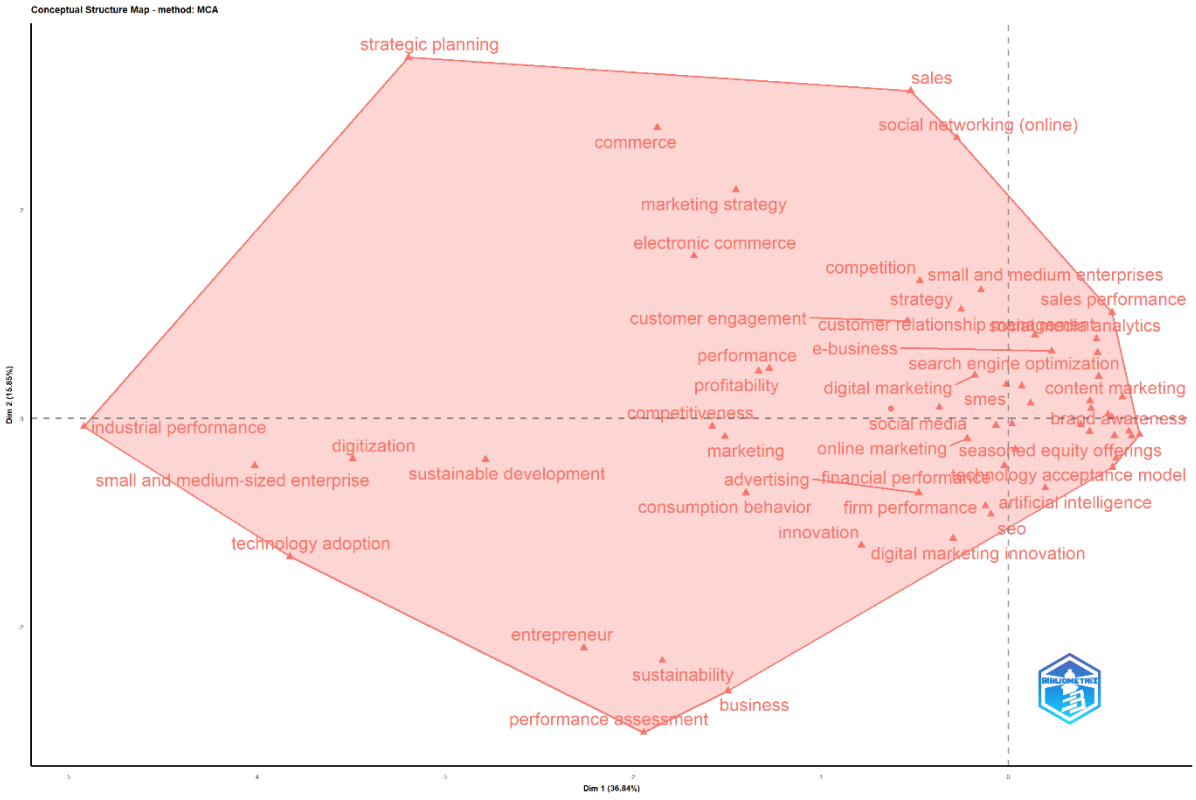


The evolution based development of key-words gives significant information about the way academic interest in the digital marketing and business performance has been changing through the years. As the Words Frequency over Time analysis shows, the activity around this area was not widespread in the years (2014-2016) , as there were occasional instances of such fundamental keywords as digital marketing, marketing, and firm performance. It means that at this time, empirical and conceptual exploration of digital marketing as a performance driver was yet to see its rise. Nevertheless, the performance-related constructs included business performance, profitability, and SMEs were marginal until approximately 2019, indicating that there was disconnect between the implementation of digital marketing behaviours and a systematic analysis of the performance results.

It can be noted that a massive acceleration has been observed since 2020 and, at the same time, when the use of digital marketing, social media, and social media marketing has increased significantly. It is also a time of an apparent transition to the performance-centered research, as such key words as business performance, firm performance, profitability, and sales performance start to appear more often. The surge during this phase suggests heightened scholarly interest in assessing the effectiveness and return on investment of digital marketing initiatives.

The frequency of nearly all the keywords rises steadily between 2021 and 2023, which points to the consolidation and diversification of the theme. In particular, the concept of digital marketing and social media marketing becomes predominant, and innovation and the SME become more noticeable, which evidences the growing interest in the development of capabilities, innovativeness-based performance, and the context of small businesses. This movement shows that there is a shift towards descriptive studies to a more integrative-based and outcome-based research methodology.

The highest levels of keyword frequencies are achieved by 2024-2025 almost in all categories. The most impressive growth trends are those of digital marketing, social media and marketing with the resultant high growth in business performance, profitability and SMEs. The simultaneous boost of these constructs points to the full-fledged research stage when the digital marketing is no longer studied as a single entity but is logically connected to the multidimensional performance results. All in all, the time series shows evident development of initial exploratory studies to a strong, performance-focused literature



The conceptual structure map created with the help of Multiple Correspondence Analysis (MCA) and shown in Figure….. is a visual representation of the intellectual structure of the research themes connected with digital marketing and business performance. MCA reduces the high-dimensional keyword space into two principal dimensions--Dim 1 (36.84%) and Dim 2 (15.85%)--together explaining a substantial proportion of variance in the dataset. Spatial proximity of the keywords suggests their conceptual relation whereas clusters represent prevailing themes in the literature.

Dimension 1 (Horizontal Axis): Digital Marketing-Performance Orientation.

The horizontal axis primarily shows the intensity of digital marketing orientation and its. positively associated with the firm level performance results. The presence of keywords on the right-hand side, which includes: digital marketing, social media, search engine optimization, One of the most important, performance-oriented research streams is called content marketing, customer relationship management, brand awareness, sales performance, financial performance, and firm performance. This cluster captures the research that focuses on

the significance of certain digital marketing tools and platforms. map into quantifiable business results, especially in start up situations.

On the left-hand side are keywords such as industrial performance, on the other hand. digitization, technology adoption, small and medium-sized enterprise and sustainable. development has a more structural and fundamental orientation. These studies focus on preparedness, adoption processes, and general organizational or industrial circumstances that facilitate digital marketing performance, as opposed to short-term performance indicators.

Dimension 2 (Vertical Axis): Strategic-Operational Duality.

The vertical axis separates the strategic-level themes with the operational or evaluative themes. Strategic planning, marketing strategy, commerce, electronic commerce, and sales are the keywords that are placed at the upper quadrant and show that the suggested strategy is focused on macro-strategy. The stream lays stress in long term planning, competitive positioning and strategic integration of digital marketing to businesses models.

Conversely, the lower quadrant is filled with performance assessment, sustainability, entrepreneur, innovation, consumption behavior, and technology acceptance model. These include operational, evaluative and behavioral facets whereby research is conducted on the way users, entrepreneurs and firms appraise, embrace and internalise digital marketing activities, they are likely to correlate it with the outcomes of innovation and sustainability.

Central Themes and Thematic Convergence

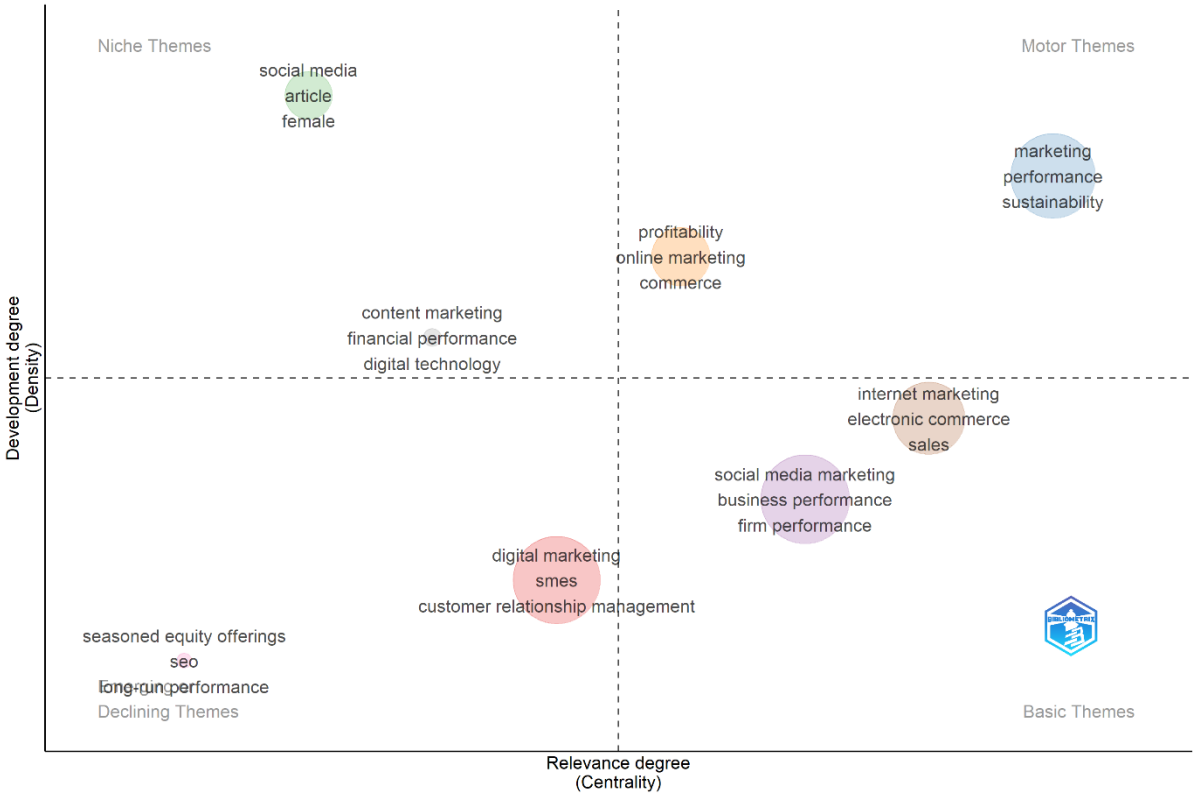
Bridging concepts are keywords that are located close to the center of the map and these are marketing, competitiveness, profitability, customer engagement, and e-business. The fact that they lie in the center suggests that they act as integrative constructs, between strategic intent and operational execution and digital tools and performance outcomes. The implication is that, the body of research is quite mature such that digital marketing is no longer being conducted as a research and study in isolation but as a component of a larger performance and competitiveness model.

Implications of the Factorial Structure:

Generally speaking, the factorial map can be used to indicate that the literature is structured around two prevailing tensions:

1. Digital marketing tools and organizational preparedness and viability, and
2. Operational performance evaluation vs. strategic planning.

The strong concentration of keywords around digital marketing, social media, SMEs, and performance-related constructs confirms the centrality of these themes, while peripheral clusters indicate emerging or underexplored areas, such as sustainability-oriented performance assessment and entrepreneurial innovation.



Thematic Map Analysis

The thematic map demonstrates the conceptual structure of the research area by locating clusters of keywords based on their centrality (degree of relevance) on the x-axis and the level of density (degree of development) on the y-axis. It is through such visualization that themes can be classified into motor themes, basic themes, niche themes, and emerging or declining themes, and as such, provide a full picture of the intellectual organization of the field.

Motor Themes (High Centrality - High Density)

The upper-right quadrant represents motor themes, which are both well-developed and highly relevant to the research domain. Marketing, performance and sustainability cluster stands out to be the most prevalent motor theme in this study. It means that the latest studies attach significant importance to the strategic significance of digital marketing in the mechanism of organizational performance achievement and include more and more references to the sustainability aspect. his cluster is densely populated and therefore indicates theoretical maturity but its centrality highlights its importance to the broader literature.

Basic Themes (High Centrality - Low Density)

The lower-right quadrant contains basic themes, which are essential to the field but remain comparatively underdeveloped. Some of the prominent clusters within this quadrant are social media marketing, business performance, firm performance, and internet marketing, electronic commerce and sales. These aspects constitute the conceptual basis of the literature, as they represent a steady empirical focus in terms of studying the impact of digital and social media-driven marketing practices on firm-level and sales-related performance indicators. They are less dense indicating there is scope for further improvement in terms of theoretical enrichment and more integrative empirical frameworks can be developed.

Niche Themes (Low Centrality - High Density)

The upper-left quadrant corresponds to niche themes, characterized by strong internal development but limited relevance to the overall research field. The group with social media, article, and female are classified under this quadrant indicating that specialized research could be conducted- perhaps gender based or demographic oriented research in social media settings. While methodologically mature, these themes remain peripheral to the dominant discourse on digital marketing and business performance.

Emerging or Declining Themes (Low Centrality - Low Density)

The lower-left quadrant captures emerging or declining themes, which are weakly developed and marginal to the field. Other keywords used in this quadrant include SEO, experienced equity offerings, and long-run performance, which means that the research area is new or the topic has faced diminishing academic interest. These themes can be taken as the potential research areas in the future, especially when combined with core performance and digital marketing constructs.

Overall Interpretation

Altogether, the thematic map indicates a stable and developing research context, in which a great concentration of attention goes to performance-oriented digital marketing concepts, the increasing importance of social media marketing and SMEs, and new opportunities are related to SEO, financial mechanisms, and long-term performance results. The distribution of themes suggests that while the field has achieved conceptual maturity in core areas, significant scope remains for theoretical integration and expansion into underexplored domains.

Thematic Analysis: Impact of Digital Marketing on Customer Relationship Management

The inculcation of digital marketing into the Customer Relationship Management (CRM) context has given rise to an inherent change in the way organisations frame and operate value creation. Conventionally, CRM has been considered as an internalised process of handling customer information, but the present-day digital environment has compelled a shift to what is being referred to as Social CRM, where the customer is no longer a recipient of the marketing messages. (Malthouse et al. 2013) claim that this evolution needs a "Social CRM House" strategy, where social media not only plays a channel role but also a strategic layer, which requires new organisational capabilities to support customer satisfaction and engagement. This change is further justified by the reality that traditional CRM systems tend to be unable to handle unstructured data created by social interactions, and firms are forced to develop particular Social CRM capabilities to overcome the gap between the use of social media and the performance of firms (Wang and Kim, 2017).

One of the most important aspects of such an influence is the contribution of the latest technological mediation, namely Business Intelligence (BI) and Artificial Intelligence (AI). A study by (Tajeddini et al. 2025) goes on to establish that digital marketing capabilities cannot be utilised in a vacuum since their performance is highly enhanced when combined with BI and dynamic capabilities. Such synergy can enable companies in the most competitive industries, like tourism and hospitality to come up with smart insights that result in improved operational performance. Using these digital tools, the companies can stop at the level of data gathering and make predictions, as such a shift would allow establishing relations with customers with active instead of reactive approaches.

The literature also discusses the way the digital marketing tools enhance some of the CRM value chain, customer engagement being the best. Engagement process is no longer determined by high involvement purchases and is transferred to the specifics of digital communications. Using the example of (Valenzuela-Galvez et al. 2023), the authors highlight that even so small an experience as something like using emojis in email marketing can make a significant difference in terms of customer engagement rates. They discover that these digital points are emotional anchors that increase the open rates and interactive behaviours and demonstrate that digital marketing provides CRM with a much more precise set of tools to control customer affect and attention. Moreover, the implementation of Social Media Analytics (SMA) is a major contributor to business performance, especially when customer engagement is involved. According to (Garg et al. 2020), SMA practices enable the firms to interpret the complicated consumer behaviour in real-time and convert raw digital footprints into practical CRM strategies that result into long-term loyalty.

The influence of digital marketing on CRM is also reflected in the spread of mobile CRM (mCRM) apps in the context of the mobile technology. The move towards mobile-based interfaces has overcome the traditional problems with the adoption of technology by sales forces. According to Rodriguez and Trainor (2016), it is the ability of mCRM applications to supply salespersons with external stakeholder engagement tools and real-time collaboration options. This mobility will make the relationship factor of CRM remain consistent throughout the various touch points, which will minimize the friction between the organisation and the customer. Likewise, QR codes in digital marketing can be used as a bridging tool between the physical and digital CRM touchpoints. (Hossain et al. 2018) discovered that QR code can have a significant effect on

purchase intentions because it leads to the emergence of a so-called perceived flow in the shopping experience, and this process directly contributes to customer satisfaction, which is one of the main objectives of any CRM strategy.

The digital marketing of CRM does not only have a strategic effect on large corporations but is also quite transformative to micro-enterprises and Small and Medium Enterprises (SMEs). In a situation where entrepreneurs may have incompetencies in the conventional sense of socializing, the digital platforms act like a buffer where successful relations management can be achieved. (Charoensukmongkol and Sasatanun, 2017) note that the high level of CRM activity on social media should increase the business performance satisfaction among micro-enterprises, particularly when the entrepreneur has a high level of social media sales intensity. This implies that digital marketing democratizes CRM whereby small companies have an opportunity to go against bigger companies by creating digital-first relationships that are not bound on physical infrastructure or huge sales departments.

Nonetheless, the literature is also warning that digital transformation of CRM brings additional complexity and risk. The fact that messages spreading in social platforms cannot be controlled and the growing concern on data privacy is a big challenge. Both (Malthouse et al. 2013) and (Wang and Kim 2017) admit the fact that due the unstructured nature of the information that is delivered through digital marketing, managing it requires a complex resource-based view (RBV) method. Companies need to consider the digital marketing information as their strategic asset that should be under consistent governance to prevent the pitfalls of privacy breaches and resulting vortexes that will undoubtedly spoil the relationships established with their customers by the technology.

To sum up, digital marketing influences CRM by areas of change in the management of data to relationship co-creation. By applying AI, social analytics, and mobile applications, companies can now connect with their customers in a degree of accuracy and frequency that was never possible before. As the synthesised research in this cluster indicates, one of the main factors that can define the performance and competitiveness of firms in the 2025 business environment is the successful implementation of these digital tactics as a CRM undertaking.

Thematic Analysis: Role of Digital Marketing on Business Performance

Digital marketing has integrated into the organizational strategy and has become one of the key determinants of business performance in different industries and geographical locations. The modern studies emphasize that digital marketing has ceased to be a particular part of the promotion process but a component of the overall firm digitalization that has a direct impact on the financial performance and the effectiveness of the operations. An example can be given by the fact that (Cherkasova and Slepushenko 2021) discovered that an increase in the digitalization index that is made up of the digital marketing, e-commerce, and social network presence is positively correlated, especially with the operating profit of the firms that are in the technology and financial sectors. In the same fashion, (Almestrihi et al. 2024) emphasized the importance of the measurement of the return on investment (ROI) of the paid advertising campaigns as it has a direct impact on the profitability of the business in the era of digitalization.

Much of the literature is dedicated to the particular influence of social media adoption (SMA) and marketing of businesses. According to research by (Giovanis et al. (2025), the positive impact of social media on the performance of small and micro enterprises (MSEs) is improved greatly by the serial mediation of marketing and innovation capabilities. Similar sentiments are reflected by (Mittal and Kumar 2024) who stated that technological potential and digital marketing are critical in enhancing the financial and operational performance of SMEs that operate on the basis of e-commerce. (Dolega et al. 2021) in the retail sector evidence that social media marketing strategies are effective in increasing the number of visits to retail websites, orders, and the total sales.

It is also observable that the creation of certain digital marketing capabilities (DMCs) is considered to be a source of competitive advantage. (Homburg and Wielgos 2022) claim that the value relevance of DMCs is not confined to conventional marketing capabilities that have a direct impact on the performance of firms in terms of digital transformation. As (Kuzyk et al. 2023) emphasize, the latest technologies like Artificial Intelligence (AI) and web analytics are changing the marketing communications landscape, making the companies cut

financial risks and become more profitable by utilizing more targeted, conversion-focused tools. Moreover, business intelligence and dynamic capabilities have been demonstrated to enhance performance within the tourism and hospitality sector due to their provision of intelligent information on consumer behavior (Tajeddini et al., 2026).

The mediating role of customer-centric outcomes like engagement and relationship management also is involved in the relationship between digital marketing and firm performance. (Rishika et al. 2013) established that customer involvement in social media initiatives raises the number of visits and profitability, whereas (Garg et al. 2020) established that social media analytics activities generate greater performance with the intermediation of customer engagement. Also, the strength of using social media in managing customer relationship management (CRM) has been attributed to increased business performance satisfaction with microenterprises (Charoensukmongkol and Sasatanun, 2017).

To conclude, digital marketing as an element of the business performance is complex as it implies the improvement of financial indicators, optimization of business processes, and the strengthening of customer relations. With the ongoing digital technology advancement, the capacity of companies to develop and capitalize on digital marketing capabilities is still a critical factor in the success of firms in the long run (Wang, 2020; Chen, 2025; Thipphavong and Kongmanila, 2025).

Thematic Analysis: The Expanding Multidimensional Role of Social Media under the Digital Marketing Paradigm

Contemporary companies do not consider social media a simple appendix anymore but one of the essential platforms of marketing contact and strategic availability (Chen et al., 2025; Chatterjee and Kar, 2020). The most recent literature is dominated by a central theme of interaction between various forms of marketing content. As Chen et al. (2025) underscore, although firm-generated content (FGC) enables brands to convey informative information (first hand), user-generated content (UGC) and professional-generated content (PGC) will supply the so-called trustworthy information, which is desired by modern consumers. More intriguingly, the effectiveness of such types of content is frequently conditioned by the characteristics of products; thus, UGC influences the sales of low-price products or products with high popularity more (Chen et al., 2025). On the same note, Kumar et al. (2016) show that FGC has a major influence over customer spending and profitability, especially when operated in synergy with other customary mediums such as television and email marketing.

In addition to direct sales, social media plays a significant role in creating brand perception as well as a long-term equity. (Agarwal and Alami 2024) draw attention to the fact that a strong force of brand awareness, preference, and loyalty is advertising on social media. Nonetheless, the fact that it has blurred effects requires a more subtle perspective of how individual campaigns translate into associations. (Shay and Van Der Horst 2019) suggest that social media has its power in the sphere of audience reactions, and the more active it is, the more comments and shares are shared on the post, the more brand equity is enhanced. In niche markets, including luxury brands, social media use is crucial in terms of promoting consumer-brand interactions, which eventually increases revenues in the emerging markets (Kumar et al., 2022).

Return on investment (ROI) is one of the most controversial issues of social media marketing. Some studies, including (Dolega et al. (2021), have discovered that social media is more of a source of web traffic and not immediate sales but some studies have evidence of a large economic impact. The authors conducted a study on 450 publicly traded companies and concluded that strategic social media initiatives do create corporate value that can be measured (Fang and Lu, 2025). The issue is how ROI can be defined, as (Michopoulou and Moisa (2019) remark that most practitioners consider ROI to be an umbrella concept that can include the rates of engagement and customer feedback as well as the monetary profits. In the case of micro and small enterprises, intense customer relationship management (CRM) through social media will result in greater satisfaction of business performance (Charoensukmongkol and Sasatanun, 2017).

The emergence of social media has required a complete shift in the manner in which firms handle relationships. (Malthouse et al. 2013) proposed the notion of the social CRM house, as they believed that the conventional CRM would have to change due to the environment in which the customers are related and empowered. Social media helps to provide the capability of social CRM that can enable firms to enhance customer satisfaction

and firm performance due to improved interaction (Wang and Kim, 2017). This is further measured by research conducted by Rishika et al. (2013) who demonstrate that customer involvement in the social media activities of a given firm translates into a higher frequency of visits and overall profitability especially to those customers who are tech-savvy and that are more likely to be exposed to social media.

The use of social media among different sectors is very different. Social media marketing playing a crucial role in the SME community is essential to address the issue of resource limitations and brand equity in developing economies such as India and Pakistan (Chatterjee and Kar, 2020; Zaidi et al., 2022). It is a disruptive force in the construction industry, and small companies can compete with big competitors by developing brand awareness (Malesev & Cherry, 2021). A social media presence is now regarded as an essential part of reaching and communicating with potential and current patients even in a professional service such as dentistry (Alalawi et al., 2019).

In the future, the field will be redefined with advanced technologies being integrated. (Wei et al. 2025) discuss the application of the AI-powered review bots to assist the novice sellers in their traction, and (Semenda et al. 2024) recommend the use of the game theory and matrices-based analysis to optimize the competitive social media strategies. These inventions imply that the future of social media marketing is the advanced application of data analytics and artificial intelligence, to predict and influence consumer behavior.

Social media is not a mere publicity tool anymore but a multi-dimensional strategic tool. Since social media has driven financial performance and brand equity, facilitated advanced social CRM and capitalized on emerging AI technologies, the role of social media in digital marketing cannot be ignored. To succeed, firms need to go beyond mere presence and embrace integrated, content-rich and data-driven approaches that will appeal to empowered digital consumer.

TCCM Synthesis of the Literature

Apart from quantitative mapping, this study makes use of TCCM (Theory, Context, Characteristics, and Methodology) framework to synthesize the intellectual structure of the analyzed publications.

Theory (T)

It was observed that while the field is diverse certain theories find its place in majority of the studies overall analyzed such as The Technology Acceptance Model (TAM) being most frequent highlighting digital marketing adoption (N=18) exemplified by the work of Sharabati et al. (2024). Followed by the Resource-Based View (RBV) (N=8), where scholars like Wang and Kim (2017) emphasize the role of digital marketing as strategic assets driving competitive advantage.

Context (C)

The organizational context shows healthy representation of Small and Medium Enterprises (SMEs) (N=96), reflecting how small firms make use of available resources to their advantage. Geographically, India represents a significant cluster of research activity (N=26), with Chatterjee and Kar (2020) reflecting the impact of social media in this geography. Industry-wise, the literature is mostly in E-commerce (N=35), Retail (N=34), and Tourism (N=24), while research in the specific context of regional startup ecosystems remains underrepresented and should be an area of further academic research interest.

Characteristics (C)

The most significant relationship is between the Social Media Marketing (N=155) and Business Performance (N=95). Major variables identified include Return on Investment (ROI) (N=82), Customer Engagement (N=24). Studies often point to digital agility as the essential ability to adapt and survive for firms with Environmental Dynamism acting as a frequent, though less explored, moderator in the digital-performance link.

Methodology (M)

In terms of methodology, quantitative approaches predominate in the field (N=47). The main analytical approach structural equation modeling (SEM/PLS-SEM) main analytical approach (N=93) used by researchers like Deb et al. (2024) to validate complex interactions is structural equation modeling. The most popular technique for gathering data is still surveys (N=81). However, longitudinal studies (N=4) and experimental designs (N=10) are conspicuously lacking, indicating that the existing literature offers more "snapshots" of performance than proof of long-term causality.

Summary of Research Gaps (TCCM Table)

Dimension	Key Findings in the Literature	Identified Gaps & Future Contributions
Theory	Heavy reliance on TAM (N=18) and RBV (N=8).	Need for integrative theories like Signaling Theory or Institutional Theory.
Context	Focus on SMEs (N=96) in Metro India, USA, and China.	Lack of research on Startups in Tier-2/3 regional ecosystems (e.g., Jharkhand).
Characteristics	Social Media (N=155) and ROI (N=82) are the main variables.	Need to explore AI-driven personalisation and Omnichannel consistency.
Methodology	Dominance of cross-sectional Surveys and SEM (N=93).	Lack of Longitudinal data (N=4) and Mixed-Method approaches.

TCCM Based Future Research Agenda

Based on the TCCM Framework synthesis, this study makes the following future academic research recommendations:

Theoretical Advancements: Future studies, apart from TAM, should also try to leverage the theory of dynamic capabilities in order to leverage the ongoing scenario of rapid technological shifts and how organisations fare in such ever-evolving circumstances.

Contextual Expansion: Apart from SME, future studies should also try to shed light on other formats, such as startups and that too in resource-constrained environments.

Characteristic Exploration: As AI develops, researchers should look at how AI-driven CRM and machine learning analytics may act as moderators to improve the effect of digital marketing on financial return on investment.

Methodological Rigour: Longitudinal design and mixed method approaches need to be adapted more in future studies while connecting with business performance and brand equity.

Appendix:

1. Search string

String 1	"digital marketing" OR "online marketing" OR "internet marketing" OR "social media marketing" OR "content marketing" OR "email marketing" OR "mobile marketing" OR "search engine optimization" OR "SEO"
String 2	"business performance" OR "firm performance" OR "organizational performance" OR "sales performance" OR profitability OR "market share" OR "return on investment" OR ROI

References

1. Wu, F., Mahajan, V., & Balasubramanian, S. (2003). An analysis of e-business adoption and its impact on business performance. Journal of the Academy of Marketing science, 31, 425-447.
2. Schlosser, A. E., Shavitt, S., & Kanfer, A. (1999). Survey of Internet users' attitudes toward Internet advertising. Journal of interactive marketing, 13(3), 34-54.
3. Wathen, C. N., & Burkell, J. (2002). Believe it or not: Factors influencing credibility on the Web. Journal of the American society for information science and technology, 53(2), 134-144.
4. Kannan, P. K. (2017). Digital marketing: A framework, review and research agenda. International journal of research in marketing, 34(1), 22-45.
5. Saura, J. R. (2021). Using data sciences in digital marketing: Framework, methods, and performance metrics. Journal of Innovation & Knowledge, 6(2), 92-102.
6. Järvinen, J., & Karjaluoto, H. (2015). The use of Web analytics for digital marketing performance measurement. Industrial Marketing Management, 50, 117-127.
7. Zhang, J., & Mao, E. (2016). From online motivations to ad clicks and to behavioral intentions: An empirical study of consumer response to social media advertising. Psychology & Marketing, 33(3), 155-164.
8. Bala, M., & Verma, D. (2018). A critical review of digital marketing. M. Bala, D. Verma (2018). A Critical Review of Digital Marketing. International Journal of Management, IT & Engineering, 8(10), 321-339.
9. Terho, H., Mero, J., Siutla, L., & Jaakkola, E. (2022). Digital content marketing in business markets: Activities, consequences, and contingencies along the customer journey. Industrial Marketing Management, 105, 294-310.
10. Wielgos, D. M., Homburg, C., & Kuehnl, C. (2021). Digital business capability: its impact on firm and customer performance. Journal of the Academy of Marketing Science, 49(4), 762-789.
11. van Tonder, C., Bossink, B., Schachtebeck, C., & Nieuwenhuizen, C. (2024). The effect of digitally-driven business model innovation on business performance. Journal of Small Business & Entrepreneurship, 36(6), 944-977.
12. Basri, W. S., & Siam, M. R. (2017). Maximizing the social media potential for small businesses and startups: A conceptual study. International Journal of Economic Perspectives, 11(2), 241-245.
13. Gunawan, G., & Sulaeman, M. (2020). Determining Factors in the Use of Digital Marketing and Its Effect on Marketing Performance in the Creative Industries in Tasikmalaya. Budapest International Research and Critics Institute-Journal (BIRCI-Journal), 3(3), 2543-2550.
14. Algumzi, A. (2022). Impact of digital marketing on SMEs performance in Saudi Arabia: Implications on building NEOM. Transnational Marketing Journal (TMJ), 10(1), 27-38.
15. Kawira, K. D., Mukulu, E., & Odhiambo, R. (2019). Effect of Digital Marketing on the Performance of MSMES in Kenya. Journal of Marketing and Communication, 2(1), 1-23.
16. Halik, J., Halik, M., Nurlia, N., Hardiyono, H., & Alimuddin, I. (2021, February). The Effect of Digital Marketing and Brand Awareness on the Performance of SMEs in Makassar City. In ICONEBS 2020: Proceedings of the First International Conference on Economics, Business and Social Humanities, ICONEBS 2020, November 4-5, 2020, Madiun, Indonesia (Vol. 84). European Alliance for Innovation.
17. Afifah, A. N., & Najib, M. (2022). Digital marketing adoption and the influences towards business successes of MSMEs creative sector in Indonesia and Malaysia. Jurnal Aplikasi Manajemen, 16(3), 377-386.
18. Mehralian, M. M., & Khazaee, P. (2022). Effect of digital marketing on the business performance of MSMES during the covid-19 pandemic: The mediating role of customer relationship management. In 37th Digital Marketing and Customer Behavior Science Conference (2022).

19. Gao, J., Siddik, A. B., Khawar Abbas, S., Hamayun, M., Masukujjaman, M., & Alam, S. S. (2023). Impact of E-commerce and digital marketing adoption on the financial and sustainability performance of MSMEs during the COVID-19 pandemic: An empirical study. Sustainability, 15(2), 1594.

20. Alqasa, K. M. A., & Afaneh, J. A. A. (2022). A Study on Digital Marketing and SME Performance During COVID-19: A Case Saudi SMEs. International Journal of eBusiness and eGovernment Studies, 14(1), 344-360.

21. Kaushik, R. (2016). Digital marketing in Indian context. International Journal of Computational Engineering and Management, 19(2), 12-17.

22. Mathur, M. K., & Zatakia, H. (2023). Digital Marketing and Its Effect on Startups. European Economic Letters (EEL), 13(1s), 96-110.

23. Hawaldar, I. T., Ullal, M. S., Sarea, A., Mathukutti, R. T., & Joseph, N. (2022). The study on digital marketing influences on sales for B2B start-ups in South Asia. Journal of Open Innovation: Technology, Market, and Complexity, 8(1), 23.

24. Dsouza, A., & Panakaje, N. (2023). Performance of Startups through Digital Marketing. International Journal of Case Studies in Business, IT and Education (IJCSBE), 7(2), 38-50.

25. Mushi, H. M. (2024). Digital marketing strategies and SMEs performance in Tanzania: insights, impact, and implications. Cogent Business & Management, 11(1). https://doi.org/10.1080/23311975.2024.2415533

26. Nuseir, M. T., & Aljumah, A. (2020). The role of digital marketing in business performance with the moderating effect of environment factors among SMEs of UAE. International Journal of Innovation, Creativity and Change, 11(3), 310-324.

27. Olazo, D. B. (2022). Measuring the level of digital marketing capabilities, digital marketing strategies and challenges and issues of SMEs in adopting digital marketing. J. Mark. Adv. Pract, 4, 79-96.

28. Apasrawirote, D., Yawised, K., & Muneesawang, P. (2022). Digital marketing capability: the mystery of business capabilities. Marketing Intelligence & Planning, 40(4), 477-496.

29. Herhausen, D., Miočević, D., Morgan, R. E., & Kleijnen, M. H. (2020). The digital marketing capabilities gap. Industrial Marketing Management, 90, 276-290.

30. Wang, F. (2020). Digital marketing capabilities in international firms: a relational perspective. International Marketing Review, 37(3), 559-577.

31. Dastane, D. O. (2020). Impact of digital marketing on online purchase intention: Mediation effect of customer relationship management. Journal of Asian Business Strategy, DOI, 10, 142-158.

32. Joseph, O. P., Tulung, J. E., & Wangke, S. (2020). Impact of social media marketing towards business performance of MSMES in Manado during COVID-19 pandemic. Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi, 8(4).

33. Jasin, M. (2022). How The Role of online and viral marketing and competitiveness ability on business performance of SMEs. Journal of Information Systems and Management (JISMA), 1(2), 28-35.

34. Yasa, N. N. K., Ekawati, N. W., & Rahmayanti, P. L. D. (2019). The role of digital innovation in mediating digital capability on business performance. European Journal of Management and Marketing Studies.

35. Purwanti, I., Lailyningsih, D. R. N., & Suyanto, U. Y. (2022). Digital Marketing Capability and MSMEs Performance: Understanding the Moderating Role of Environmental Dynamism. Jurnal Manajemen Teori dan Terapan, 15(3).

36. fiona, f. e. b. z. i., salim, m., hadi, e. d., & hayu, r. s. (2024). the role of entrepreneurship orientation in the effect of digital marketing through social media on the performance of micro, small and medium enterprises (msmes) in Indonesia. journal of sustainability science and management, 19(7), 70-94.

37. Giantari, I. G. A. K., Yasa, N. N. K. Y., Suprasto, H., & Rahmayanti, P. (2022). The role of digital marketing in mediating the effect of the COVID-19 pandemic and the intensity of competition on business performance. International Journal of Data and Network Science, 6(1), 217-232.

38. Udayana, A. A. G. B., Fatmawaty, A. S., Makbul, Y., Priowirjanto, E. S., Ani, L. S., Siswanto, E., ... & Andriani, S. (2023). Investigating the role of e-commerce application and digital marketing implementation on the financial and sustainability performance: An empirical study on Indonesian SMEs. International Journal of Data and Network Science, 8(24), 167-178.

39. Deku, W. A., Wang, J., & Preko, A. K. (2024). Digital marketing and small and medium-sized enterprises' business performance in emerging markets. Asia Pacific Journal of Innovation and Entrepreneurship, 18(3), 251-269.

40. Prakasa, Y., & Jumani, Z. A. (2024). Linking digital capability to small business performance: the mediating role of digital business transformation. Cogent Business & Management, 11(1). https://doi.org/10.1080/23311975.2024.2342486

41. Yadav, U. S., Vyas, S., Kanchan, Ghosal, I., & yadav, A. K. (2024). Impact of entrepreneurial leadership, Social media, digital technology, Entrepreneurial orientation and innovation on business performance in the handicraft sector: Talent management as mediating construct. Journal of Innovation and Entrepreneurship, 13(1), 72.

42. Malthouse, E. C., Haenlein, M., Skiera, B., Wege, E., & Zhang, M. (2013). Managing customer relationships in the social media era: Introducing the social CRM house. *Journal of interactive marketing*, *27*(4), 270-280.

43. Wang, Z., & Kim, H. G. (2017). Can social media marketing improve customer relationship capabilities and firm performance? Dynamic capability perspective. *Journal of Interactive marketing*, *39*(1), 15-26.

44. Tajeddini, O., Tajeddini, K., Gamage, T. C., & Hameed, W. U. (2026). Smart insights, stronger performance: Leveraging business intelligence and dynamic capabilities in tourism and hospitality. *International Journal of Hospitality Management*, *133*, 104410.

45. Valenzuela-Gálvez, E. S., Garrido-Morgado, A., & González-Benito, Ó. (2022). Boost your email marketing campaign! Emojis as visual stimuli to influence customer engagement. *Journal of research in interactive marketing*, *17*(3), 337-352.

46. Garg, P., Gupta, B., Dzever, S., Sivarajah, U., & Kumar, V. (2020). Examining the relationship between social media analytics practices and business performance in the Indian retail and IT industries: The mediation role of customer engagement. *International journal of information management*, *52*, 102069.

47. Hossain, M. S., Zhou, X., & Rahman, M. F. (2018). Examining the impact of QR codes on purchase intention and customer satisfaction on the basis of perceived flow. *International Journal of engineering business management*, *10*, 1847979018812323.

48. Charoensukmongkol, P., & Sasatanun, P. (2017). Social media use for CRM and business performance satisfaction: The moderating roles of social skills and social media sales intensity. *Asia Pacific Management Review*, *22*(1), 25-34.

49. Kuzyk, O., Kabanova, O., Chyrva, H., Vlasenko, D., & Komarnytska, H. (2023). TRENDS AND PERSPECTIVES ON THE IMPACT OF DIGITAL TECHNOLOGIES ON THE EFFICACY OF MARKETING COMMUNICATION. *Financial & Credit Activity: Problems of Theory & Practice*, *6*(53).

50. Cherkasova, V. A., & Slepushenko, G. A. (2021). The impact of digitalization on the financial performance of Russian companies. *Finance: Theory and practice*, *25*(2), 128-142.

51. Almestarihi, R., Ahmad, A. Y., Frangieh, R. H., Abualsondos, I. A., Nser, K. K., & Ziani, A. (2024). Measuring the ROI of paid advertising campaigns in digital marketing and its effect on business profitability.

52. Giovanis, Apostolos & Kallivokas, Dimitris & Sahinidis, Alexandros & Asonitou, Sofia. (2025). Social media adoption on Greek micro- and small-enterprises' performance: Serial mediation of firm's marketing and innovation capability. Business Performance Review. 3. 80-91. 10.22495/bprv3i1p8.

53. Mittal, S., & Kumar, V. (2024). Analyzing the Role of Technological Capabilities and Digital Marketing on the Performance of E-Commerce-Based SMEs. *Indian Journal of Marketing*, *54*(12), 45-60.

54. Dolega, L., Rowe, F., & Branagan, E. (2021). Going digital? The impact of social media marketing on retail website traffic, orders and sales. *Journal of Retailing and Consumer Services*, *60*, 102501.

55. Rishika, R., Kumar, A., Janakiraman, R., & Bezawada, R. (2013). The effect of customers' social media participation on customer visit frequency and profitability: an empirical investigation. *Information systems research*, *24*(1), 108-127.

56. Chen, J. (2025). Exploring the impact of electronic marketing on firm e-sales performance: empirical evidence from B2C vs. B2B perspectives and future challenges. *International Journal of Electronic Business*, *20*(1), 1-16.

57. Thipphavong, V., & Kongmanila, X. (2025). The impact of digital marketing on the business performance of firms in Laos. *International Journal of Business Performance Management*, *26*(7), 1-22.

58. Chen, X., Wang, Y., & Wei, S. (2025). How does social media influence car sales: The effects of firm-, user-, and professional-generated content. *Information Technology and Management*, *26*(3), 305-322.

59. Chatterjee, S., & Kar, A. K. (2020). Why do small and medium enterprises use social media marketing and what is the impact: Empirical insights from India. *International Journal of Information Management*, *53*, 102103.

60. Agarwal, S., & Alami, R. (2024). Unveiling the Digital Impact: Exploring the Influence of Social Media Advertising on Brand Perception (With Full Text).

61. Shay, R., & Van Der Horst, M. (2019). Using brand equity to model ROI for social media marketing. *International Journal on Media Management*, *21*(1), 24-44.

62. Kumar, V., Khan, I., Fatma, M., & Singh, A. (2022). Engaging luxury brand consumers on social media. *Journal of consumer marketing*, *39*(1), 121-132.

63. Fang, Z., & Lu, H. (2025). Economic impact analysis of social media marketing on corporate value creation. International Journal of Accounting and Economics Studies, 12, 655–665.

64. Michopoulou, E., & Moisa, D. G. (2019). Hotel social media metrics: The ROI dilemma. *International Journal of Hospitality Management*, *76*, 308-315.

65. Zaidi, E. Z., Ahmed, R. R., & Raza, S. (2022). ROLE OF SOCIAL MEDIA MARKETING IN SME SECTOR PERFORMANCE. *Transformations in Business & Economics*, *21*(2).

66. Malesev, S., & Cherry, M. (2021). Digital and social media marketing-growing market share for construction SMEs. *Construction Economics and Building*, *21*(1), 65-82.

67. Semenda, O., Sokolova, Y., Korovina, O., Bratko, O., & Polishchuk, I. (2024). Using social media analysis to improve E-commerce marketing strategies. *International Review of Management and Marketing*, *14*(4), 61-71.