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The impact of knowledge management on marketing performance: A systematic literature review

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Abstract

Amid the rapid digital transformation of global industries, the strategic integration of Knowledge Management (KM) and Marketing Performance (MP) has become increasingly important, yet this relationship remains conceptually underexplored in the literature. This systematic literature review (SLR) examines how KM practices influence marketing outcomes while exploring the transformative impact of Artificial Intelligence (AI) and Big Data Analytics (BDA). Guided by the PRISMA framework, a systematic search was conducted to identify high-impact studies focusing on KM-driven marketing outcomes. The findings reveal a significant shift from traditional performance-oriented marketing approaches towards dynamic, technology-enabled knowledge ecosystems that support organizational adaptability and competitive advantage. The review further identifies key mediating and moderating mechanisms, including innovation capability, organizational maturity, leadership and technological readiness, which shapes the effectiveness of KM-driven marketing strategies. Ultimately, this study contributes to the growing discourse on AI-enabled KM by identifying the organizational, technological, and strategic conditions required to transform knowledge assets into sustainable marketing outcomes.

Keywords: Knowledge Management, Knowledge Applications, Marketing Performance, Marketing Effectiveness.

Introduction

In the hyper-competitive global landscape and rapidly evolving political and technological environments, the widespread adoption of internet-based technologies has transformed into a competitive advantage. Organizations that once relied primarily on physical assets and financial capital to sustain competitiveness are now guided by the Knowledge-Based View (KBV), in which knowledge is regarded as the most strategic organizational resource. According to Raeeszadeh et al. (2016) KM is conceptualized as the organizational capability to convert tacit knowledge into explicit knowledge to track the endless changes of today's world and support the organizational needs and objectives. KM is increasingly recognized as the primary driver of sustainable MP, which is no longer viewed through financial metrics such as return-on-investment (ROI), but rather as a multidimensional construct including stronger brand equity, improved customer satisfaction, and long-term customer loyalty (Tajeddini et al., 2020; Wang et al., 2024).

Many organizations continue to struggle to convert internal intellectual capital into tangible market outcomes (Hu, 2010a). This challenge has become more complex with the rapid emergence of Artificial Intelligence (AI) and Big Data Analytics (BDA), which are fundamentally reshaping how organizations create, process, and operationalize marketing knowledge (Atlas et al., 2025; Chintalapudi et al., 2025; Marvi et al., 2024). While prior studies have demonstrated positive relationships between KM and organizational performance, the mechanisms by which KM specifically contributes to MP remain fragmented and theoretically inconsistent. Hu (2010b) argues that MP serves as a critical pathway through which KM capabilities generate economic value, yet the mediating and moderating conditions influencing this relationship remain insufficiently synthesized across the literature.

While prior reviews in the Information Systems (IS) and KM domains have primarily emphasized technological infrastructure, organizational capabilities, or Knowledge Management Systems (KMS), with comparatively limited attention devoted to MP as a distinct organizational outcome (Hu, 2010b). Furthermore, much of the existing KM literature was developed in the pre-AI era and therefore it does not adequately capture digital knowledge ecosystems shaped by AI-driven autonomous systems. Recent developments, such as AI-augmented decision-making, domain-specific knowledge graphs, and live-streaming commerce platforms, have expanded the conceptualization of marketing knowledge from static organizational repositories toward dynamic, predictive, and socially embedded intelligence systems (Bai et al., 2025; W. Li & Xu, 2025; Marvi et al., 2024).

To address these gaps, this study systematically reviews the existing literature on the impact of KM on MP across multiple industries and geographic regions (Kitchenham & Charters, 2007). More specifically, this review synthesizes the critical mediating and moderating variables that shape the KM-MP relationship, examines how AI and BDA are redefining marketing knowledge. Also, it evaluates the role of organizational environments and strategic frameworks in enabling effective KM implementation. Finally, this review provides a more relevant and future-oriented view of AI-augmented KM and digitally connected marketing ecosystems, including recent high-impact studies released beyond 2023.

The review is guided by the following research questions:

- **RQ1:** What are the mediating and moderating variables that are most critical in the KM-MP?
- **RQ2:** How has the emergence of AI and Big Data Analytics reshaped the conceptualization of marketing knowledge?
- **RQ3:** How significantly can organizational environments and strategic frameworks influence the effectiveness of KM implementation on MP?

Theoretical Lens

This review draws on the Resource-Based View (RBV) and Dynamic Capabilities Theory (DCT) (Makadok, 2001) as the primary analytical foundations. RBV explains how knowledge assets function as valuable strategic resources, whereas DCT emphasizes the organization's ability to continuously reconfigure these resources in response to rapidly changing market conditions. Accordingly, KM is conceptualized not as a static organizational asset but as a dynamic, reconfigurable capability that enables firms to observe, adapt, and respond to external environmental shifts. The reviewed literature demonstrates that KM processes generate intermediary capabilities, particularly innovation capability, service innovation, knowledge sharing, and service quality, which subsequently influence MP (Kankam-Kwarteng et al., 2022; Patma et al., 2017).

By integrating RBV and DCT, this review moves beyond a descriptive synthesis of prior studies and instead develops a theoretically grounded explanation of the mechanisms, boundary conditions, and environmental factors that determine KM effectiveness in contemporary digital economies. Ultimately, this study contributes to the growing discourse on AI-enabled KM by identifying the organizational, technological, and strategic conditions required to transform knowledge assets into sustainable marketing outcomes (Moid et al., 2025). The remainder of the paper is organized as follows: Methodology, Results, Discussion, Practical Implications, and Conclusions.

Methodology

This review is conducted by adopting the PRISMA (Preferred Reporting Items for Systematic and Meta-Analysis) guidelines (Liberati et al., 2009). A comprehensive search strategy based on the terms in the abstract sections of the articles using the keywords set ("knowledge management" OR "knowledge discovery" OR "knowledge capture" OR "knowledge sharing" OR "knowledge Application") AND ("marketing performance" OR "marketing effectiveness" OR "marketing outcomes" OR "marketing success" OR "marketing impact" OR "marketing efficiency"). The scope of the review is limited to the articles published between Jan 2000 and Dec 2025 to cover the literature of the past two decades.

The following databases are included in the study: ABI/INFORM Collection, Academic Search Complete, ACM Digital Library, Business Source Premier, IEEE/IET Electronic Library, Elsevier Science Direct Journals Complete, and Web of Science. Articles were loaded to Zotero after the search and then exported to Excel for review. Each article was screened based on the inclusion and exclusion criteria shown in the table below. Articles were evaluated by three independent authors, using inclusion and exclusion criteria to enhance the reliability and consistency of the process. Cohen's Kappa coefficient was calculated for intercoder reliability. The analysis yielded a Cohen's Kappa of 0.84, indicating almost perfect agreement between authors (Landis & Koch, 1977). This high level of agreement indicates strong consistency, which supports the study's credibility and rigor.

Table 1. Selection Criteria

Inclusion Criteria	Exclusion Criteria
• Peer-reviewed journal articles and Conference proceedings. • Publication timeline between Jan 2000 and Dec 2025. • Articles published in English language only. • Focus on the link between KM processes and marketing-related outcomes such as impact, effectiveness, efficiency, success.	• Duplicate, Thesis papers or dissertation Studies • Off topic papers lacking academic methodology. • Studies where KM was only a peripheral variable (discussed only as part of conclusion or future studies).

Results

In the Identification stage of the PRISMA process (Figure 1), the search string yielded a total of 63 articles, including 13 from the ABI/INFORM Collection, six from the ACM Digital Library, three from Academic Search Premier, 12 from Business Source Premier, four from the IEEE/IET Electronic Library, nine from

Elsevier ScienceDirect Journals Complete, and 16 from Web of Science. In the first screening step, all articles meeting the search criteria were retrieved from multiple databases, and 19 duplicate studies were removed following a careful review of titles and metadata and additional punctuation marks. In the second screening step, six articles were excluded because they did not focus on MP or KM. The final selection included 37 articles. Finally, each article reference was imported into Zotero to record the source of the database.

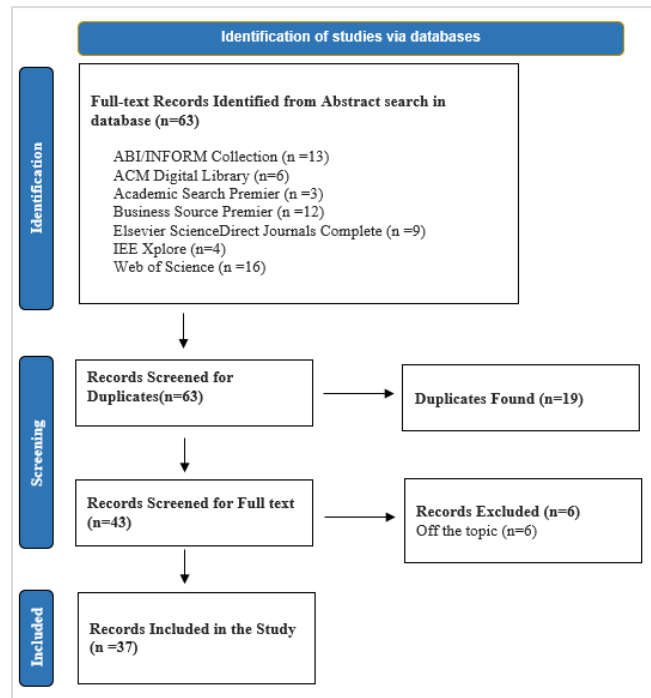


Figure 1. PRISMA Chart

To understand the trends and patterns in this literature review, we have graphically presented Figure 2 To examine publication trends over time there was limited research from 2004 to 2020, with less than five articles published per year, and a sudden increase in article publications from 2021 to 2025 can be considered an apparent increase in recent years. This trend suggests that the synergy between knowledge-driven innovation and MP has emerged as a rapidly evolving frontier, attracting greater attention from researchers and practitioners. Similarly, we created a graphical representation of several articles from each database, which helped illustrate the sources most important in making the final choice.

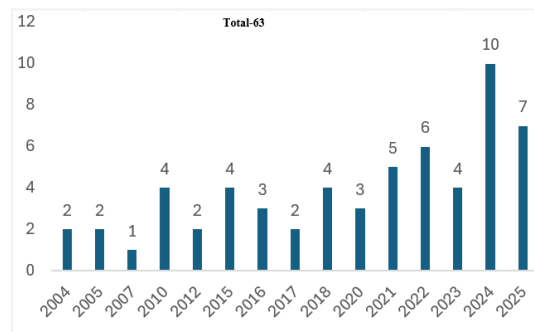


Figure 2. Study distribution vs Year

As shown in Figure 3, the Web of Science had the largest number of relevant articles (16), followed by ABI/Inform collection (13), Business Source Premier (12), and nine articles from Elsevier Science Direct Journals Complete, and the least number of articles with ACM Digital Library, IEEE, and Academic Search Premier.

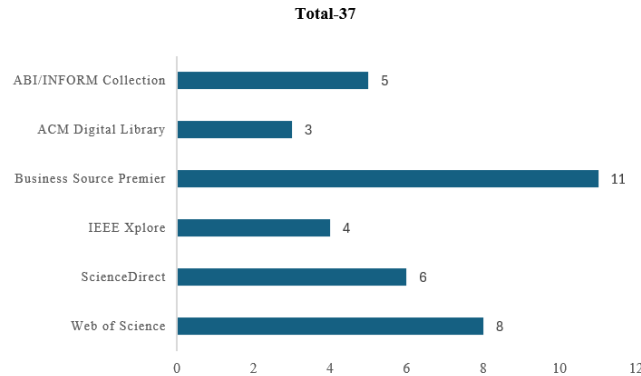


Figure 3. Inclusion Articles by Database

RQ1: Role of Mediators and Moderators in KM-MP

The findings reveal that innovation-oriented capabilities, particularly service innovation, product innovation, and knowledge sharing, are the most influential mediating mechanisms linking KM processes to MP to attain strategic objectives. The KM process is essential for adapting to rapid technological advancements, enabling organizations to operate more efficiently and achieve sustainable competitive advantage. The evidence in this area consists of several distinct mediating pathways. According to Anwar and Muis (2024) the statistical significance of incorporating product and service innovation as a mediating variable positively affects MP by aligning well-developed KM processes with tangible market-facing success. This is further verified by Kankam-Kwarteng et al. (2022), who confirmed the hypothesis that service innovation plays a key mediating role in enhancing performance by effectively managing and integrating knowledge creation capabilities with innovation. By employing quantitative research techniques, Al-Gasawneh et al. (2022) establish that service quality serves as a mandatory gateway through which CRM-based knowledge must pass to achieve measurable marketing results. Collectively, these studies illustrate that a distinction is often made between raw knowledge assets and the innovative or quality-based outputs that are framed through the RBV and ultimately drive marketing success. Tables 2 and 3 present the classification of the mediating and moderating variables identified in the selected studies. The variables were organized chronologically by year of publication to illustrate the evolution of research trends. This arrangement highlights how the focus on different mediating and moderating factors in the relationship between KM and MP has evolved across the literature.

Table 2. Classification of Mediating Variables

Authors	Research Objective	Mediating Variables	Research Results
(Peters & Fletcher, 2004)	To evaluate the role of communication and team cohesion in achieving marketing efficiency.	Team Cohesion	Team cohesion facilitates openness and strategic alignment, which is required for effective knowledge dissemination and a foundational step in the KM-MP effectiveness.

Authors	Research Objective	Mediating Variables	Research Results
(Patma et al., 2017)	This study examines the relationship between KM capabilities (infrastructure and process) and product innovation results.	Product Innovation	KM infrastructure and process capabilities are vital to product innovation, thereby enhancing MP in hypercompetitive markets.
(Akroush & Awwad, 2018)	Identify the enablers of New Product Development (NPD) financial success through internal learning and knowledge sharing.	NPD knowledge sharing	Collective knowledge sharing is identified as a direct antecedent of superior NPD financial outcomes by linking internal capability development to improved marketing outcomes.
(Afriyie et al., 2020)	Influence of KM on green innovation and organizational performance while identifying the boundary conditions of leadership.	Innovation Types, Knowledge Sharing Moderator: Transformational Leadership	Knowledge Sharing acts as a vital bridge between KM practices and MP; Whereas leadership style moderates the impact of knowledge assets on these innovation types (Product, Process, Marketing, and Organizational).
(Tajeddini et al., 2020)	To examine how human-related factors influence Service Innovation and Business Performance in the tourism sector.	Service Innovation	Demonstrated how service innovation acts as the fundamental mediator linking KM and employee commitment to superior organizational performance.
(Al-Gasawneh et al., 2022)	Investigates the relationship between Customer Relationship Management (CRM) technology adoption and performance within the hospitality sector.	Service Quality	Service quality translates CRM-based knowledge and technology to achieve consumer-facing marketing results.
(Kankam-Kwarteng et al., 2022)	To explore the mediating role of service innovation between knowledge creation and restaurant performance.	Service Innovation	Results demonstrate that service innovation serves as a mediating factor in transforming the SECI knowledge-creation process into measurable marketing outcomes.
(Anwar & Muis, 2024)	This study analyzes how KM and organizational ambidexterity (OA) drive innovation and competitive performance.	Innovation	Findings indicate that both product and service innovation serve as the primary engine for converting raw knowledge assets into firm-level MP.

Table 3. Classification of Moderating variables

Authors	Research Objective	Moderating Variables	Research Results
(Nedeljković et al., 2022)	Investigate the influence of CRM dimensions on financial and MP.	Organizational Image	The results reveal a "technology paradox" where CRM technology negatively impacts performance unless moderated by a strong organizational image, whereas consumer KM remains a positive driver.

Authors	Research Objective	Moderating Variables	Research Results
(Nicolescu & Rîpa, 2024)	Analyze the relationship between individual and organizational Innovative Work Behavior (IWB) and the dimensions of CRM.	Organizational Innovative Work Behavior (OIWB)	Only organizational innovative work behavior significantly drives CRM dimensions and marketing results.
(Chatterjee et al., 2024)	To explore the role of International Dynamic Marketing Capabilities (IDMCs) in influencing MP success.	Marketing Leadership Teams	Leadership teams are identified as essential moderators for sensing market shifts and overcoming internal organizational resistance to dynamic KM changes.
(Atlas et al., 2025)	Determining the impact of Big Data Analytics Capability (BDAC) on SME performance.	Big Data Analytics Talent Capabilities (BDATC)	Identifies (BDATC) as a critical moderator that determines whether technical analytics capabilities successfully translate into marketing and financial performance through KM.

RQ2: Emergence of AI and Big Data Analytics in shaping marketing knowledge

The emergence of AI and Big Data has triggered a fundamental shift in how we define marketing knowledge. It is now considered a dynamic, real-time capability rather than a static organizational asset that is stored in historical repositories. This reshaping involves a transition away from traditional relational databases toward autonomous social actors and semantic architecture. Moreover, the taxonomy of marketing knowledge has grown from functional product knowledge to multi-modal storytelling and trust-based social presence. Collectively, these shifts redefine how knowledge is used to improve MP through autonomous, domain-specific, and human-aligned responsiveness. Sheng et al. (2005) study noticed a foundational shift in the strategic use of technology and demonstrates that the convenience of mobile connectivity has significantly enhanced internal communication and knowledge sharing. Li et al. (2012) extended this work by redefining customer knowledge as a dynamic learning loop, emphasizing the importance of organizational learning to transform knowledge into better marketing results.

With the rapid development of AI technology, the structural definition of knowledge is shifting to social and graph-based frameworks. Marvi et al. (2024) describe an ensemble view in which AI is seen as an evolving technology and an integrated social actor that affects how firms interpret market signals. Wang et al. (2024) illustrate how Domain-Specific Knowledge Graphs turn scattered data into an intelligent knowledge base for automated decision-making. The studies of Bai et al. (2025) and Li and Xu (2025) indicate that in live-streaming platforms, marketing knowledge is increasingly re-envisioned as a social presence, as knowledge-based content and social presence have a significant positive effect on young consumers' purchase intention. Therefore, the definition of marketing knowledge has expanded to include emotional and trust-based intelligence that is derived from Parasocial Interactions and real-time community engagement (Bhattacharya, 2023; Moid et al., 2025).

Alongside changes in the taxonomic treatment of marketing knowledge, a growing number of organizations are formalizing the quantifiable inputs for decision-making. The quantifiable inputs are increasingly seen as a dynamic driver of strategic agility, supported by digital planning frameworks such as the RACE (Reach, Act, Convert, Engage) model for offline-to-online integration (Rautela, 2021; Shuotie & Wanitwattanakosol, 2022) and the mathematical optimization of strategy choice through Multi-Criterion

Decision-Modeling (MCDM) that effectively translates qualitative marketing knowledge into quantifiable variables for algorithmic decision-making (X. Li & Wanitwattanakosol, 2022). As marketing knowledge expands to include these autonomous, human-aligned intelligence structures, the field moves toward defining knowledge as a firm's inherent capacity for real-time, data-driven responsiveness. Together, the evidence indicates that AI and BDA have shifted the nature of marketing knowledge from a passive organizational resource to an adaptive, predictive, and socially integrated strategic capability.

RQ3: Organizational environments and strategic frameworks

The results suggest that organizational and environmental conditions are not peripheral impacts, but rather fundamental determinants of the success of KM capabilities in translating into MP. The success of KM depends on the organization's internal readiness and the maturity of its IS infrastructure. In the context of SMEs, Ardyan et al. (2018) establishes that IS maturity serves as the foundational capability that facilitates knowledge sharing. Lin et al. (2015) further supports this perspective by identifying standardized procedures and team coordination as the fundamental criteria for converting KM processes into quantifiable marketing results. The regional and economic context increases the environmental influences, so in emerging economies, internal cultural alignment and managerial literacy often predict KM success more than expertise. For instance, Melović et al. (2021) indicate that the size of the organization and the managerial knowledge of marketing metrics are the main filters for the adoption of KM in transition economies. Similarly, the studies of Hu (2010a, 2010b) identifies that inter-functional coordination and market orientation are the ultimate predictors of KM capability, and MP is the crucial mediator through which these internal capabilities influence wider financial outcomes (Agusdin et al., 2023; Wang et al., 2024).

The findings indicate the necessity of relational environments, particularly human trust and networking, as gateways for implementation. In knowledge-intensive and professional service sectors, implementation success goes beyond data management; it requires establishing executive and partner trust (Elezi & Bamber, 2018; Toryanto & Hasyim, 2017). Raeeszadeh et al. (2016) study indicates that sectoral KM components must be specifically tailored to these relational needs to remain effective. Furthermore, in traditional manufacturing sectors, networking capabilities are found to be more significant influencers of performance than disruptive innovation, emphasizing the role of external environmental collaboration in stabilizing the KM-MP relationship (Farida & Nuryakin, 2021). Agile methodologies, such as the Design of Marketing Activities (DmkA) framework, allow firms to function as rapid-response mechanisms in highly volatile environments (Izvercianu et al., 2015). This agility is vital for post-pandemic recovery, where digital marketing agility and internal resource management are prioritized over external networking to drive performance (Muniroh et al., 2023). These frameworks are most effective when they facilitate a circle of learning (Lagrosen, 2015) that standardizes entrepreneurial development into firm-wide capabilities over long-term temporal cycles (Awwad & Akroush, 2016).

Discussion

The review results show a major shift in the KM and MP landscape from static resource management to dynamic, socio-technical capabilities. A primary interpretation of the results concerning the KM-MP relation suggests that knowledge possession alone is insufficient for competitive advantage; rather, its value is unlocked through specific "translation mechanisms." The consistent identification of innovation (product or service-based) as a primary mediator indicates that the modern firm acts as a transformational engine that converts raw knowledge into market-ready value. However, critical tension is observed in the moderating role of the human element. The evidence from Atlas et al. (2025) and Chatterjee et al. (2024) underscores that high-level technological capabilities, such as Big Data Analytics yield performance gains

when filtered through human expertise and strategic leadership. This suggests a "human-in-the-loop" requirement that contradicts early techno-deterministic views of KM, positioning human talent not just as a user of knowledge, but as the essential catalyst that determines the success or failure of technological investments. The transition from historical, fact-based repositories to ensemble views of AI as an integrated social actor (Marvi et al., 2024) suggests that the conceptualization of knowledge is moving toward a post-humanist framework. In this new model, knowledge is no longer a passive asset but a dynamic driver that interprets market signals through semantic structures such as Knowledge Graphs. As AI and Big Data applications handle most complex quantitative tasks (MCDM and RACE models), human skills such as storytelling, cultural insight, and emotional intelligence become the main source of competitive advantage. This shift combines mathematical precision with social, narrative presence and moves us from a narrow information-processing view to a broader socio-technical understanding of market intelligence.

Contextual and environmental influences serve as the ultimate boundary conditions for this KM evolution. The existing literature highlights a significant divergence in how KM is implemented across regions and structural maturity levels. While developed contexts may focus on algorithmic optimization, emerging economies are still fundamentally governed by architectural competencies and managerial literacy. The findings from Melović et al. (2021) and Hu (2010b) suggest that in these environments, market orientation and inter-functional coordination are more predictive of success than the sophistication of the technology itself. Furthermore, the recurring theme of strategic agility across various sectors indicates that KM implementation is now a survival mechanism for highly volatile conditions. The "Dmka" and "RACE" frameworks illustrate that the significance of KM lies in its ability to institutionalize a "circle of learning" that enables firms to pivot during volatile periods, such as post-pandemic recovery. To navigate an increasingly volatile global market, the future of MP depends heavily on the firm's ability to balance quantifiable big data applications with the qualitative nuances of human-aligned storytelling.

This review highlights key gaps and future research opportunities to understand how BDATC interacts with specific organizational resilience metrics. The impact of boundary conditions, such as product category and cross-cultural demographics, on the moderate effectiveness of cultural vs product knowledge over time remains unclear. In addition, the role of E-Collaboration in KM in decentralized, global virtual teams, and the effect of Generative AI on transforming organizational memory into strategic marketing assets also need to be studied. Finally, a unified AI-KM Theory of Marketing needs to be developed for autonomous, data-driven decision systems.

Conclusion

The impact of KM on MP has transitioned from a linear progression to a complex, mediated ecosystem. The synthesis identifies innovation types and service quality as crucial mechanisms for transforming raw data into measurable market outcomes. A critical set of moderators, including transformational leadership, talent in big data analytics, managerial literacy, and organizational image, governs this transformation. Ultimately, this review analyzes how the RBV accounts for the unique data assets in conjunction with DCT transformative capabilities through mediating pathways. In emerging economies, these findings suggest that IS maturity serves only as a foundational capability, requiring internal cultural alignment and foundational filters of organizational readiness and strategic agility. As the field advances toward increasingly autonomous and decentralized virtual environments, the institutionalization of these integrated socio-technical capabilities will remain the definitive prerequisite for sustainable competitive advantage.

Limitations

While this SLR provides a comprehensive understanding of the relationship between KM and MP, there are still several underlying limitations that must be acknowledged when interpreting the findings. The narrow focus on studies directly examining the KM–MP relationship resulted in a limited final sample. Although the review is conducted across six multi-disciplinary databases, studies indexed outside these specific databases were omitted. Consequently, relevant grey literature may be underrepresented. Also, the selected literature includes a mix of quantitative, qualitative studies across various sectors which impacts the generalizability of mediating pathways across the industries.

Practical and Managerial Implications

Managers should focus on developing BDATC rather than merely investing in data collection tools. As concluded by Atlas et al. (2025) the presence of skilled personnel who can interpret predictive insights is the definitive moderator of marketing success. Moreover, organizations should emphasize collective innovation rather than individual efforts. Nicolescu and Ripa (2024) highlight that cultures promoting team-based creativity are more effective at improving CRM dimensions and consumer trust. Rather than viewing AI as a peripheral tool for automation, firms should adopt an ensemble perspective; accordingly, Marvi et al. (2024) suggest that integrating AI holistically into strategic planning allows for superior customer personalization and more effective business communication. Finally, firms in service-intensive sectors such as banks, hospitality or tourism, must ensure that KM initiatives are explicitly designed to improve service quality.

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