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# Artificial Intelligence in Marketing and Management: A Systematic Review of Literature, Theory Integration, and Future Research Opportunities

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## Abstract

This study synthesizes results from a final sample of 85 high-impact Scopus-indexed articles published between 2015 and 2026 to present a thorough secondary research review of artificial intelligence (AI) in marketing and management. The study methodically evaluates previous research to investigate how AI capabilities affect consumer engagement, decision-making, and company performance. It is based on the Resource Based View (RBV) and dynamic capabilities theory, and it complies with PRISMA 2020 requirements. The study uses a theme synthesis technique to identify four main research streams: ethical governance, data-driven decision making, AI as a strategic capability, and customer centricity enabled by AI. These ideas are combined into a cohesive conceptual framework that emphasizes the moderating impacts of ethical governance and the regulatory environment as well as the mediating function of organizational processes. The paper contributes by addressing theoretical fragmentation and proposing a future research agenda, particularly for emerging markets such as Saudi Arabia under Vision 2030.

**Keywords:** Artificial Intelligence; Systematic Literature Review; Marketing Strategy; Secondary Research; Dynamic Capabilities; Digital Transformation; Saudi Arabia.



## 1. INTRODUCTION

Artificial Intelligence (AI) is now a major force behind changes in management and marketing. From predictive analytics and recommendation systems to generative AI and chatbots, firms increasingly deploy AI to personalize customer interactions, optimize decisions, and gain competitive advantage (Davenport *et al.,* 2020; Huang & Rust, 2021). Global spending on AI is projected to exceed $500 billion by 2026, with marketing and customer engagement among the top investment areas (McKinsey, 2023). However, despite this rapid growth, the academic literature remains fragmented across disciplines – technical, strategic, and ethical perspectives are often studied in isolation, and theoretical integration is lacking.

This work uses a methodical secondary research technique to close this gap. We synthesize existing knowledge from high-quality peer-reviewed studies to develop an integrated understanding of AI's strategic role in marketing and management. In particular, we respond to the following research questions (RQs):

- **RQ1:** Which theoretical stances and research issues predominate in the literature on AI-driven marketing and management?
- **RQ2:** How do AI capabilities, as framed by the Resource-Based View (RBV) and dynamic capabilities theory, influence customer engagement, decision-making processes, and firm performance?
- **RQ3:** What moderating factors (e.g., ethical governance, regulatory environment) shape the relationship between AI capabilities and organizational outcomes?
- **RQ4:** What are the main research gaps and future directions, particularly in emerging markets such as Saudi Arabia?

## 2. METHODOLOGY

### 2.1 Protocol and Registration

The Preferred Reporting Items for Systematic Reviews and Meta Analyses (PRISMA) 2020 standards were followed for conducting this systematic literature

review (SLR) (Page *et al.,* 2021). A review process that included the research questions, search method, inclusion criteria, and synthesis plan was created in advance. Upon request, the corresponding author can provide the protocol.

### 2.2 Data Sources and Search Techniques:

Given its extensive coverage of peer-reviewed business and management journals, we used the Scopus database as our major source (Moral Munoz *et al.,* 2020). Web of Science was used as a secondary source to validate the search results and ensure completeness. The final search was conducted on March 15, 2026. The following Boolean search string was applied to titles, abstracts, and keywords:
text
(TITLE-ABS-KEY ("artificial intelligence" OR "ai" OR "machine learning" OR "deep learning" OR "generative ai") AND
TITLE-ABS-KEY ("marketing" OR "customer engagement" OR "customer relationship management" OR "strategic management" OR "decision making") AND
TITLE-ABS-KEY ("dynamic capabilities" OR "resource-based view" OR "competitive advantage")

Additionally, backward and forward citation chasing was performed on key seminal articles (e.g., Davenport *et al.,* 2020; Huang & Rust, 2021) to identify further relevant studies.

### 2.3 Eligibility Criteria

Studies were included based on the PICOS framework (Table 1).

**Table 1: Picos Inclusion Criteria**

| Criterion | Description |
|---|---|
| Population | Firms or organizations adopting AI in marketing or management contexts |
| Intervention | AI tools (predictive analytics, NLP, recommender systems, generative AI) |
| Comparison | Not applicable |
| Outcomes | Customer engagement, firm performance, decision-making quality, competitive advantage |
| Study design | Empirical (quantitative, qualitative, mixed), conceptual, or review articles |
| Time frame | 2015–2026 |
| Source | Scopus-indexed journals (Q1–Q2), peer-reviewed, English |
| Exclusion | Conference proceedings, book chapters, editorials, non-peer-reviewed sources |

### 2.4 Study Selection Process:

We followed the PRISMA 2020 flow diagram (Figure 1) to document the selection process. The combined database search returned 1,247 records. After deduplication, 935 records proceeded to title and abstract screening. Two independent reviewers screened all titles and abstracts; a third resolved disagreements. Inter-rater reliability was substantial (Cohen's $\kappa = 0.87$). After title/abstract screening, 156 full-text articles were assessed. Of these, 71 were excluded (reasons: not focused on AI in marketing, n=28; weak AI link, n=19; wrong publication type, n=12; pre-2015, n=12). The final sample comprised 85 articles.

### 2.5 Data Extraction and Quality Assessment

A standardized extraction form captured authors, year, journal, research design, AI application, theoretical framework, key findings, and limitations. Quality appraisal used the Joanna Briggs Institute (JBI) checklist for quantitative studies and the CASP checklist for qualitative studies. Only articles meeting at least 70% of the criteria were retained. All 85 included studies met this threshold.

### 2.6 Data Synthesis and Analysis

Data synthesis followed the three-stage thematic synthesis approach described by Thomas and Harden (2008): first, line-by-line coding of all extracted findings; second, grouping codes into descriptive themes; third, interpreting these into analytical themes that directly address our research questions. NVivo 14 software supported coding. Trustworthiness was enhanced through peer debriefing, an audit trail, and a reflexive journal (Lincoln & Guba, 1985).

## 3. LITERATURE REVIEW FINDINGS

The thematic synthesis revealed four dominant themes, summarized in Table 2.

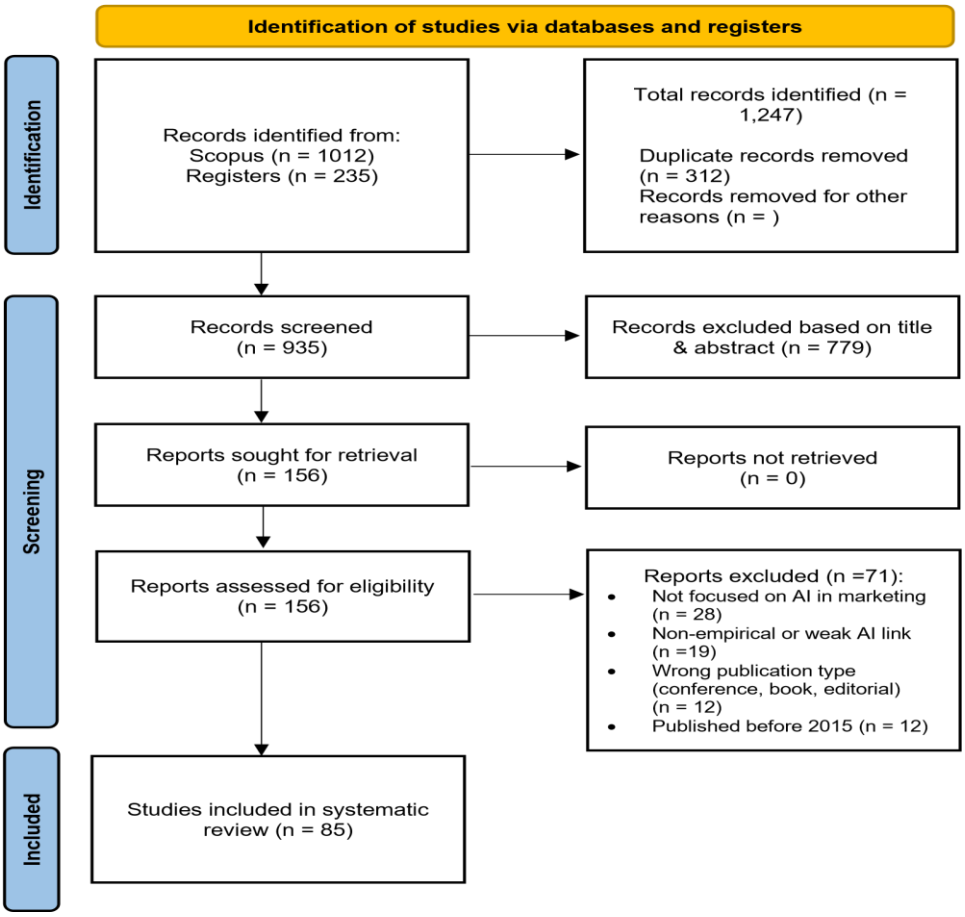


**Figure 1: PRISMA 2020 Flow Diagram for Systematic Literature Review on AI in Marketing and Management**

**Table 2: Key Themes in AI Driven Marketing and Management Literature**

| Theme | Description | Representative Studies |
|---|---|---|
| AI-enabled customer centricity | AI enhances personalization, customer insights, and engagement via predictive analytics and recommendation systems | Davenport *et al.,* (2020); Huang & Rust (2021); Kumar *et al.,* (2019); Libai *et al.,* (2020); Shankar (2018) |
| Data-driven decision-making | Transition from intuition-based to analytics-driven decisions, improving accuracy and responsiveness | Akter *et al.,* (2019); Duan *et al.,* (2019); Mikalef *et al.,* (2019); Wamba *et al.,* (2017); Zhang & Chen (2020) |
| AI as a strategic capability | AI conceptualized as a dynamic capability enhancing sensing, seizing, and reconfiguring | Teece (2007, 2018); Verhoef *et al.,* (2021); Kraus *et al.,* (2021); Nambisan *et al.,* (2017) |
| Ethical and governance issues | Concerns regarding data privacy, algorithmic bias, transparency, and regulatory compliance | Chatterjee *et al.,* (2021); Dwivedi *et al.,* (2021); Shrestha *et al.,* (2019); Bock *et al.,* (2020) |

### 3.1 AI-Enabled Customer Centricity

AI systems enable hyper-personalization at scale (Davenport *et al.,* 2020; Shankar, 2018). Huang and Rust (2021) argue that AI can automate, augment, or replace human service interactions, reshaping the customer journey. Kumar *et al.,* (2019) show that AI-powered CRM systems improve customer lifetime value prediction. Personalization increases engagement, but excessive automation may reduce authenticity (Kietzmann *et al.,* 2018; Marinova *et al.,* 2017).

### 3.2 Data-Driven Decision-Making

AI enables a shift from intuition-based to analytics-driven decisions (Akter *et al.,* 2019; Duan *et al.,* 2019). Mikalef *et al.,* (2019) empirically demonstrate that big data analytics capabilities improve decision quality and agility. AI models forecast churn, optimize pricing, and segment audiences more precisely than traditional methods (Kumar *et al.,* 2016; Wedel & Kannan, 2016). However, organizational barriers such as legacy processes and skill gaps remain (Ransbotham *et al.,* 2017; Verhoef *et al.,* 2021).

### 3.3 AI as a Strategic Capability

Drawing on RBV and dynamic capabilities theory, AI is a valuable, rare, and inimitable resource (Bharadwaj *et al.,* 2013; Chatterjee *et al.,* 2021). Teece (2007, 2018) posits that dynamic capabilities involve sensing, seizing, and reconfiguring – AI enhances each: analytics for sensing, predictive models for seizing, and

automation for reconfiguring (Kraus *et al.,* 2021; Verhoef *et al.,* 2021). Empirical work by Mikalef *et al.,* (2019) and Bag *et al.,* (2021) confirms that AI capability predicts operational and financial performance. Yet without complementary investments in human capital and process redesign, AI alone does not guarantee sustained advantage (Luo *et al.,* 2019; Dwivedi *et al.,* 2021).

### 3.4 Ethical and Governance Issues

Concerns about data privacy, algorithmic bias, and transparency are increasingly emphasized (Chatterjee *et al.,* 2021; Dwivedi *et al.,* 2021). Shrestha *et al.,* (2019) propose a human-AI decision-making framework with human oversight for high-stakes decisions. Transparency ("explainable AI") is essential for customer trust (Davenport *et al.,* 2020; Haenlein & Kaplan, 2019). Governance mechanisms include algorithmic audits and fairness constraints. Bock *et al.,* (2020) find that customers are more willing to share data when they perceive control and transparency. However, validated instruments for ethical AI governance are lacking, especially outside Western contexts.

## 4. Theoretical Integration:

Table 3 maps the four themes to RBV, dynamic capabilities, and the Technology Acceptance Model (TAM).

**Table 3: Theoretical Mapping of Themes**

| Theme | RBV | Dynamic Capabilities | TAM |
|---|---|---|---|
| Customer centricity | AI as valuable resource | Sensing customer needs | Perceived usefulness |
| Data-driven decision-making | Data as rare asset | Seizing opportunities | Ease of use |
| AI as strategic capability | Firm-specific resource | Reconfiguring processes | – |
| Ethical governance | – | Meta-capability | Trust as adoption driver |

The synthesis confirms that AI's strategic value emerges only when technological, organizational, and ethical dimensions are aligned. This alignment is operationalized in the conceptual framework below.

## 5. Proposed Conceptual Framework:

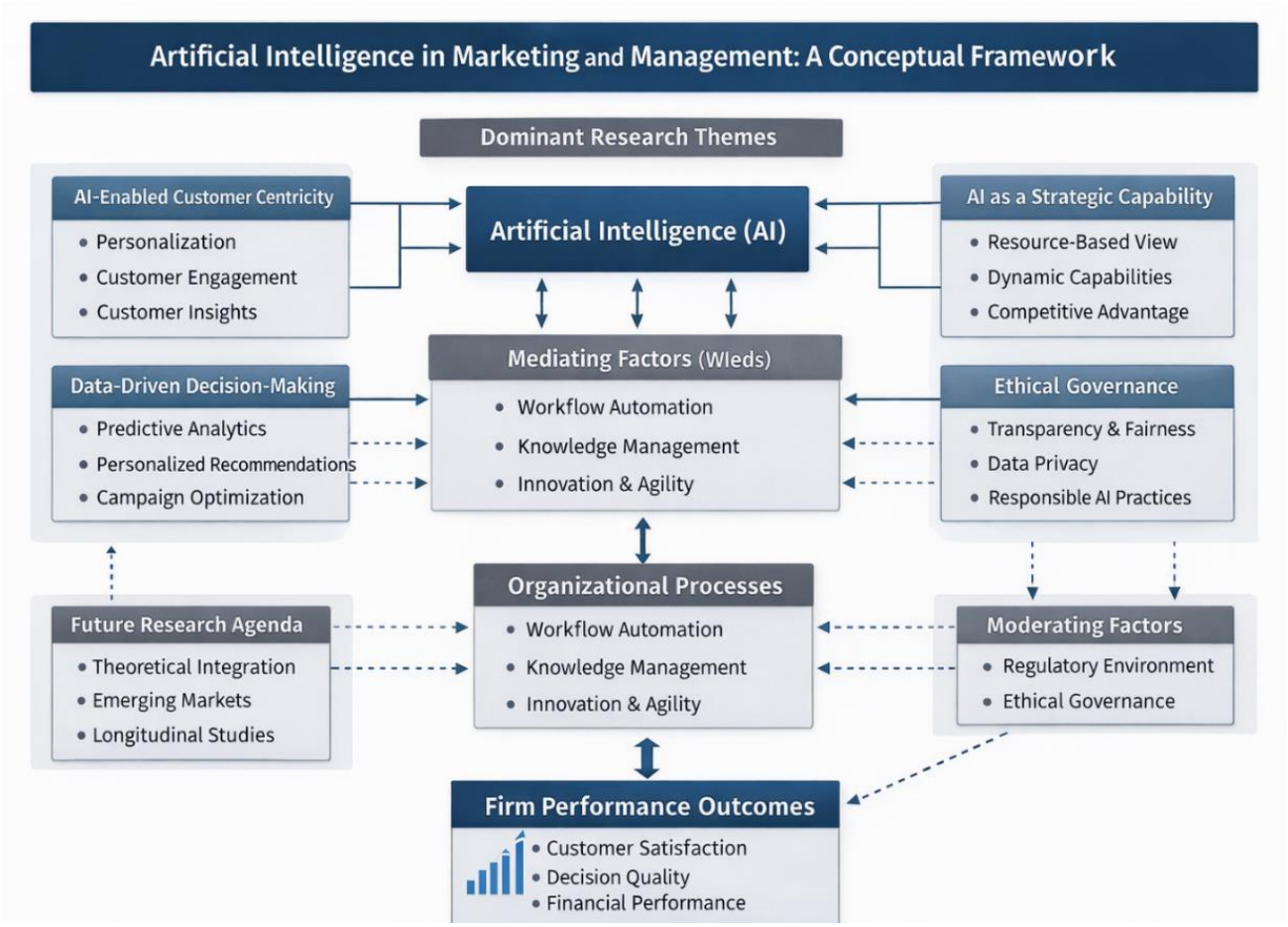


**Figure 2: Conceptual Framework of AI Driven Marketing and Management Performance**

### 5.1 Inputs: AI Capabilities

AI capabilities include predictive analytics, natural language processing, computer vision, recommender systems, generative AI, and robotic process automation (Mikalef *et al.,* 2019; Davenport *et al.,* 2020).

### 5.2 Processes: Mediating Mechanisms

Three interconnected processes mediate the AI–outcomes relationship: (i) data-driven decision-making (Akter *et al.,* 2019), (ii) organizational transformation (Verhoef *et al.,* 2021), and (iii) AI-enabled customer centricity (Huang & Rust, 2021). These are iterative and mutually reinforcing.

### 5.3 Moderators: Contingency Factors

- **Ethical governance** (transparency, fairness, privacy, accountability) strengthens the positive effects of AI (Chatterjee *et al.,* 2021).
- **Regulatory environment** (e.g., GDPR, Saudi Data Protection Law) can enable or constrain AI adoption (Shrestha *et al.,* 2019).

### 5.4 Outcomes

Outcomes include customer engagement (satisfaction, loyalty, CLV), firm performance (ROI, market share, cost efficiency), and competitive advantage (sustained differentiation) (Lemon & Verhoef, 2016; Luo *et al.,* 2019; Teece, 2007).

## 6. Saudi Arabia Context

Under Vision 2030, Saudi Arabia has prioritized digital transformation and AI adoption (Saudi Vision 2030, 2016). The National Strategy for Data and AI (NSDAI) aims to position the Kingdom among the top 15 AI-leading nations by 2030. However, empirical research on AI in Saudi marketing remains scarce. Alalwan (2018) examined social media adoption, suggesting TAM applies, but AI-specific studies are lacking.

Unique contextual factors include high power distance and collectivism (Hofstede), which may affect trust in AI; Shari'a compliance adds ethical requirements; and the regulatory environment is still evolving. Future research should validate our framework in Saudi settings, conduct cross-cultural comparisons, and use longitudinal designs to track AI maturity under Vision 2030.

## 7. Research Gaps and Future Directions

Table 4 summarizes gaps and proposes future research.

**Table 4: Research Gaps and Future Research Agenda**

| Gap Area | Specific Gap | Future Research Question(s) | Methodology/ Suggestion |
|---|---|---|---|
| Methodological diversity | Over-reliance on cross-sectional surveys | How does AI adoption unfold over time? | Longitudinal case studies |
| Geographic focus | Emerging markets understudied | How do cultural factors moderate AI → performance? | Cross-national surveys |
| Ethical AI governance | No validated scales | What are the dimensions of ethical AI governance? | Scale development (EFA/CFA) |
| Dynamic capabilities | Micro-foundations untested | How do specific AI affect sensing/seizing/reconfiguring | Experiments |
| Performance measurement | Self-reported measures dominate | What is the objective ROI of AI over 3-5 years? | Archival data |
| Human-AI collaboration | Optimal division of labor unknown | When do hybrid teams outperform AI alone? | Lab/field experiments |
| Generative AI | Very few studies (pre-2023) | How does generative AI change content marketing? | Action research |

Priority recommendations: (1) develop and validate an Ethical AI Governance Scale; (2) conduct a longitudinal study of AI adoption in Saudi Arabia; (3) perform qualitative case studies of 5-10 Saudi firms.

# 8. DISCUSSION

### 8.1 Summary of Findings

This SLR synthesized 85 high-quality articles to identify four themes: customer centricity, data-driven decision-making, strategic capability, and ethical governance. The proposed framework shows that AI's impact is mediated by organizational processes and moderated by ethical and regulatory factors.

### 8.2 Theoretical Contributions

First, we extend dynamic capabilities theory by specifying how AI enhances sensing, seizing, and reconfiguring. Second, we integrate ethical governance as a moderator, not an antecedent. Third, we provide a unified framework bridging marketing and management literatures.

### 8.3 Practical Implications

Managers should invest in complementary assets (data infrastructure, skills, culture), design for transparency, start with high-impact pilots, and align AI initiatives with national strategies (e.g., Vision 2030 in Saudi Arabia).

### 8.4 Limitations

Limitations include restriction to Scopus Q1–Q2 English articles, possible omission of very recent generative AI studies, interpretive nature of thematic synthesis, and lack of meta-analysis.

## 9. CONCLUSION

AI is a critical enabler of marketing and management transformation. This systematic literature review provides a comprehensive synthesis of 85 high-impact articles, identifying four key themes and integrating them into a dynamic, theoretically grounded framework. For emerging markets such as Saudi Arabia, significant research opportunities exist. We call for more qualitative, longitudinal, and cross-cultural research, as well as the development of validated instruments for ethical AI governance. As generative AI evolves, future SLRs should update this synthesis.

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