

A Bibliometric Analysis of Knowledge Management Research in Marketing

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Abstract: This research aims to conduct a bibliometric analysis of studies related to knowledge management and marketing that are indexed in the Web of Science (WoS) database. The dataset created for this purpose consists of journal articles indexed in the Web of Science database. The research covers the period 1999-2026 and allows for the identification of long-term publication trends and emerging research directions. Bibliographic data, including authors and keywords, were extracted and analysed using R Biblioshiny software. 558 articles were evaluated in the study. The analysis focuses on word clouds and thematic clusters, as well as identifying the authors and sources with the greatest source influence. The findings are expected to reveal the most influential authors, journals, countries, and collaborations, as well as current themes, shaping knowledge management research in marketing. In this context, the research has yielded important managerial conclusions, such as knowledge management emerging as a strategic capability in marketing, increasing competitiveness, ensuring effectiveness in customer relationship management, and improving marketing performance through artificial intelligence and data analytics. Therefore, this study offers insights for researchers seeking to understand future research opportunities by visualizing the field's knowledge base and development trajectory, and revealing the evolution of marketing.

Keywords: Knowledge management, Marketing, Digitalization, Data mining, Artificial Intelligence

1. Introduction

Knowledge is considered one of the most critical strategic resources for businesses in today's competitive business environment. Especially in the marketing discipline, understanding customer needs, creating value, and achieving sustainable competitive advantage depend on the effective management of information. In this context, knowledge management (KM) stands out as a fundamental approach that improves marketing performance by systematizing the processes of creating, sharing, and using knowledge (Wang et al., 2009; Akroush and Al-Mohammad, 2010). In the field of marketing, knowledge management studies initially focused on data mining and knowledge discovery processes. For example, Shaw et al. (2001) highlighted the importance of data mining techniques in analysing customer behaviour by emphasizing their integration into an knowledge management framework that supports marketing decisions.

Over time, knowledge management has been integrated with different concepts such as marketing performance, customer relationship management (CRM), innovation, and market orientation (Diehr and Wilhelm, 2017; Javalgi et al., 2006). Studies examining the impact of knowledge management orientation on business performance (Achmad and Wiratmadja, 2025; Wang et al., 2009; de Guimarães et al., 2018) reveal that knowledge is not only a resource but also a strategic competency. Similarly, Akroush and Al-Mohammad (2010) empirically demonstrated the positive effects of marketing knowledge management assets and capabilities on organizational performance.

AI-powered knowledge management systems improve the accuracy of marketing decisions and offer the possibility of personalizing the customer experience (Kumar, 2025; Marvi et al., 2025). These developments indicate that the literature on knowledge management and marketing is becoming increasingly broad and interdisciplinary. However, studies that comprehensively analyse the intellectual structure, thematic development, and collaboration networks of this field are limited. Therefore, the aim of this study is to reveal the intellectual structure, thematic evolution, and collaboration networks of the field by examining the intersection of knowledge management and marketing literature using bibliometric methods.

2. Literature Review

2.1 Knowledge Management and Marketing

Knowledge management refers to the effective management of critical knowledge resources by businesses in order to gain a competitive advantage. In a marketing context, this process includes understanding customer needs, analysing market trends, and making data-driven strategic decisions. In particular, customer knowledge management (CGM) helps businesses build stronger relationships with customers and create value (Esper et al., 2010). Schlegelmilch and Penz (2002) addressed knowledge management in the context of marketing, explaining its integration into marketing processes from a knowledge value chain perspective. This approach

demonstrates that knowledge is not merely an output, but also a strategic value created throughout the process. Hanvanich et al. (2003) positioned marketing knowledge within product development, customer relationship management, and supply chain processes, demonstrating that this knowledge is directly related to innovation. In this context, marketing knowledge forms the basis of organizational learning (Eisend, 2015) and strategic decision-making. In marketing literature, knowledge management is closely related to concepts such as market orientation, customer relationship management, and marketing capabilities.

2.2 Knowledge Management, Performance and Competitive Advantage

The impact of knowledge management on business performance has been extensively studied in the literature. Wang et al. (2009) showed that knowledge management orientation improves firm performance through market orientation. Similarly, Akroush and Al-Mohammad (2010) demonstrate that marketing knowledge management assets and capabilities have significant impacts on both customer and financial performance. Darroch and McNaughton (2003) identified knowledge management as one of the key determinants of sustainable competitive advantage and showed that firms focused on knowledge management exhibited higher innovation performance. Similarly, Cabrilo and Dahms (2018) emphasize that strategic knowledge management, along with intellectual capital, enhances innovation and market performance. It is stated that knowledge management capabilities provide a competitive advantage for multinational enterprises in highly competitive markets (Cui et al., 2005).

2.3 Knowledge Management, Customer Relationship Management (CRM), and Relationship Marketing

The relationship between knowledge management and customer relationship management (CRM) is a significant area of research in marketing literature. Rowley (2004) states that there is a strong link between knowledge management and relationship marketing, and that both approaches play a complementary role in creating customer value. Garrido-Moreno et al. (2015) showed that knowledge management processes directly affect CRM performance and that this effect triggers marketing innovation. Furthermore, Migdadi (2021) revealed an integrated relationship between knowledge management and CRM success and innovation capabilities. Arnett and Badrinarayanan (2005) focus on CRM strategies and relationship marketing competency in core sales effectiveness in the relationship between knowledge management and marketing, while Tzokas and Saren (2004) argue that knowledge management provides a competitive advantage in relationship marketing. From a customer knowledge management perspective, Gibbert et al. (2002) state that knowledge obtained from customers is a strategic resource for businesses and that effective management of this knowledge increases value creation. In this context, the role of knowledge exchange between sales and marketing in increasing marketing success cannot be denied (Arnett and Wittmann, 2014).

2.4 Knowledge Management and Innovation

Knowledge management is considered one of the most important determinants of innovation. Martín-de Castro (2015) states that knowledge management processes increase innovation capacity, especially in high-technology sectors. Darroch and McNaughton (2002) show that knowledge acquisition and sensitivity to knowledge play a critical role in innovation. However, knowledge management is considered not only a precursor to innovation but also a component of dynamic capabilities. Easterby-Smith and Prieto (2008) emphasize that there is a strong relationship between knowledge management and dynamic capabilities, and that this relationship is supported by organizational learning.

2.5 Digitalization, Data Mining, and Artificial Intelligence Perspectives

Technological advancements have significantly changed the direction of knowledge management research. Data mining stands out as a crucial tool supporting marketing decisions (Zekić-Sušac & Has, 2015). The knowledge discovery processes outlined by Shaw et al. (2001) are critical for customer segmentation and behavioral analysis. Kumar (2025) demonstrates that AI-powered knowledge management systems improve performance and make marketing strategies more effective. Similarly, Marvi et al. (2025) state that artificial intelligence is transforming knowledge sharing and decision-making processes in marketing.

3. Methodology

3.1 Research Methodology

This research aims to conduct a bibliometric analysis of studies related to knowledge management and marketing that are indexed in the Web of Science (WoS) database. Accordingly, studies mentioning "knowledge management" and "marketing" were reviewed, and it was concluded that 908 studies were

published between 1999 and 2026. In this study, a limitation was imposed, and only published articles on the subject were included in the analysis. Thus, the total number of documents included in the analysis was 558. The following questions were addressed through bibliometric analysis:

- What is some general knowledge about the studies?
- What is the publication year of the studies?
- Who are the most prolific authors?
- Which authors have the greatest source influence?
- Which sources publish the most content?
- Which sources have the greatest source impact?
- What are the 10 most cited studies?
- Which institutions publish the most content?
- Which countries broadcast the most?
- Which countries receive the most citations?
- What are the most frequently used words in the studies?
- What is the network of word combinations in the studies?
- What is the thematic map of the studies?
- Which countries collaborated in the studies?

3.2 Data Analysis

In this research, the RStudio and Biblioshiny package (version 4.3.1), which are interfaces of the R Bibliometric Analysis program, were used to perform bibliometric analysis of studies on knowledge management and marketing. Data retrieved from the WoS database was converted to a format suitable for R Studio, and the resulting dataset was analyzed using this program.

3.3 Findings

General knowledge about the articles is shown in Table 1.

Table 1: General knowledge about the Studies

Definition	Conclusion
Time Range	1999:2026
Source (journal)	316
Document (article)	558
Annual Growth Rate (%)	4.15
Average Document Age	9.75
Citations Per Document	29.18
Keywords	996
Authors	1406
Authors of Single-Authored Documents	83
Single-Authored Documents	88
Co-Author Per Document	2.72
International Co-Authorship (%)	29.75

Figure 1 shows the number of articles published on this topic by year.

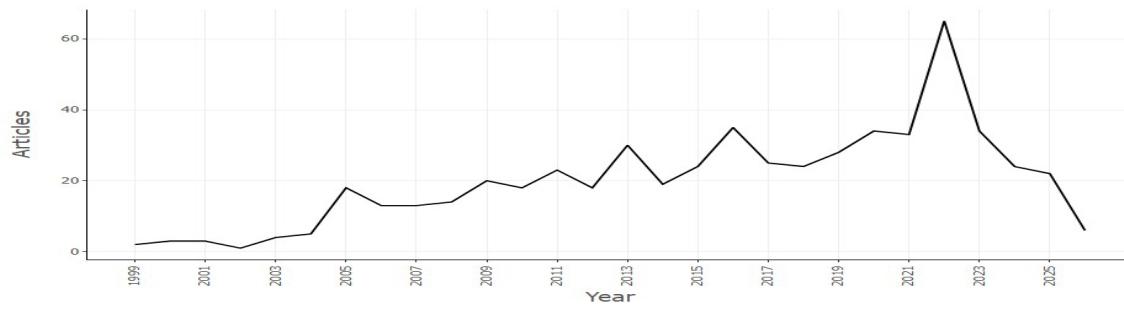


Figure 1: Publication Year of Articles

When Figure 1 is examined, it can be seen that the number of related events in 1999 was 2, in 2000 and 2001 it was 3, in 2002 it was 1, in 2003 it was 4, in 2004 it was 5, in 2005 it was 18, in 2006 and 2007 it was 13, in 2008 it was 14, in 2009 it was 20, in 2010 it was 18, in 2011 it was 23, in 2012 it was 18, in 2013 it was 30, in 2014 it was 19, in 2015 it was 24, in 2016 it was 35, in 2017 it was 25, in 2018 it was 24, in 2019 it was 28, in 2020 it was 34, in 2021 it was 33, in 2022 it was 65, and in 2023 it was 24. It is observed that 24 articles were published in 2024, 22 in 2025, and 6 in 2026.

The top 10 authors with the most publications on the subject are shown in Figure 2.

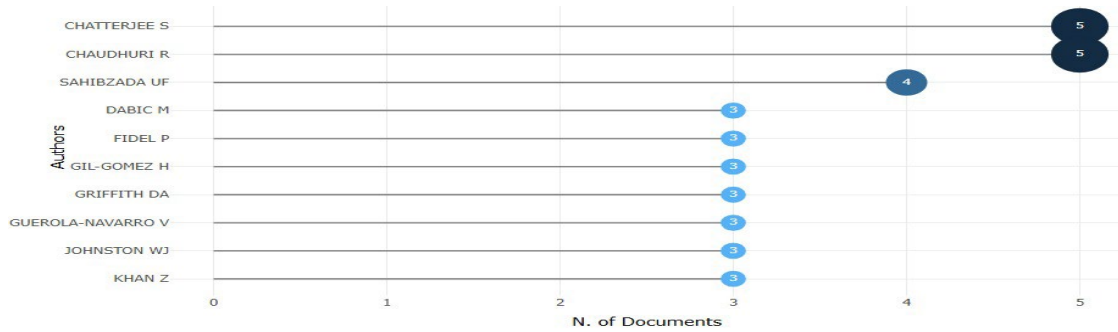


Figure 2: Top 10 Most Prolific Authors

When Figure 2 is examined, it can be seen that the most publications were made by Chatterjee, S., Chaudhuri, R. (5 publications), Sahibzada, U. F. (4 publications), Dabic, M., Fidel, P., Gil-Gomez, H., Griffith, D. A., Guerola-Navarro, V., Johnston, W. J., and Khan, Z. (3 publications).

The top 10 authors with the greatest source influence are shown in Table 2.

Table 2: Top 10 Authors with the Highest Source Influence

Author	h_index	g_index	m_index	TC	NP	PY_start
Chatterjee, S.	5	5	1	141	5	2022
Chaudhuri, R.	5	5	1	141	5	2022
Sahibzada, U. F.	4	4	0.5	159	4	2019
Dabic, M.	3	3	0.15	49	3	2008
Fidel, P.	3	3	0.25	144	3	2015
Gil-Gomez, H.	3	3	0.42	210	3	2020
Griffith, D. A.	3	3	0.17	80	3	2010
Guerola-Navarro, V.	3	3	0.42	210	3	2020
Johnston W. J.	3	3	0.166	62	3	2009
Khan, Z.	3	3	0.3	188	3	2017

Table 2 shows that the top 10 authors with the greatest source influence are, in order: Chatterjee, S., Chaudhuri, R., Sahibzada, U. F., Dabic, M., Fidel, P., Gil-Gomez, H., Griffith, D. A., Guerola-Navarro, V., Johnston W. J., and Khan, Z.

The top 10 journals with the most articles on this topic are shown in Figure 3.



Figure 3: Top 10 Most Prolific Sources

Table 3 shows the top 10 journals with the greatest source influence on the topic.

Table 3: Top 10 Sources with the Highest Source Impact

Source	h_index	g_index	m_index	TC	NP	PY_start
Journal of Knowledge Management	26	26	0.94	949	26	2010
International Marketing Review	15	18	0.62	667	18	2003
Industrial Marketing Management	12	16	0.5	847	16	2003
Journal of Business & Industrial Marketing	11	18	0.55	757	18	2007
Journal of Business Research	10	10	0.55	434	10	2009
Industrial Management & Data Systems	6	6	0.26	289	6	2001
Marketing Intelligence & Planning	6	8	0.27	257	8	2005
International Journal of Knowledge Management	5	6	0.17	443	6	1999
International Journal of Knowledge Management	5	5	0.27	648	5	2009
Knowledge Management Research & Practice	4	6	0.26	98	6	2008

TC: Total Number of Citations NP: Total Number of Documents PY_start: Year of Publication

The top 10 most cited articles on the subject are shown in Table 4.

Table 4: Top 10 Most Cited Documents

Author(s)	Document	Source	TC	Tc per Year	Normalized TC
Fosfuri, A., Tribo, J. A. (2008).	Exploring the antecedents of potential absorptive capacity and its impact on innovation performance	The International Journal of Management Science	444	23.36	9.81
Ardito, L., Petruzzelli, A. M., Panniello, U., & Garavelli, A. C. (2018).	Towards Industry 4.0: Mapping digital technologies for supply chain management-marketing integration.	Business Process Management Journal	359	44.87	7.63
Shaw, G., Bailey, A., & Williams, A. (2011).	Aspects of service-dominant logic and its implications for tourism management: Examples from the hotel industry	Tourism Management	327	20.43	9.89
Ramdani, B., Kawalek, P., & Lorenzo, O. (2009).	Predicting SMEs' adoption of enterprise systems	Journal of Enterprise Knowledge Management	325	18.05	7.19

Author(s)	Document	Source	TC	Tc per Year	Normalized TC
Shaw, M. J., Subramaniam, C., Tan, G. W., & Welge, M. E. (2001).	Knowledge management and data mining for marketing	Decision Support Systems	300	11.53	1.56
Maroufkhani, P., Tseng, M.-L., Iranmanesh, M., Ismail, W. K. W., & Khalid, H. (2020).	Big data analytics adoption: Determinants and performances among small to medium-sized enterprises	International Journal of Knowledge Management	265	37.85	8.71
Bag, S., Gupta, S., Kumar, A., & Sivarajah, U. (2021).	An integrated artificial intelligence framework for knowledge creation and B2B marketing rational decision making for improving firm performance	Industrial Marketing Management	254	42.33	6.85
Paschen, J., Kietzmann, J., & Kietzmann, T. C. (2019).	Artificial intelligence (AI) and its implications for market knowledge in B2B marketing.	Journal of Business & Industrial Marketing	216	27	4.59
Scuotto, V., Del Giudice, M., & Carayannis, E. G. (2016).	The effect of social networking sites and absorptive capacity on SMEs' innovation performance	The Journal of Technology Transfer	212	21.2	6.11
Soluk, J., Miroshnychenko, I., Kammerlander, N., & De Massis, A. (2021).	Family Influence and Digital Business Model Innovation: The Enabling Role of Dynamic Capabilities	Entrepreneurship Theory and Practice	210	35	5.67

When examining the summaries of the most cited studies on this topic, Fosfuri and Tribo (2008) investigated which factors enhance firms' capacity to recognize and assimilate external knowledge and how this capacity is transformed into a competitive advantage through innovation. Ardiyo et al. (2018) examined digital technologies that support the integration of supply chain management and marketing. Shaw et al. (2011) considered the service-oriented approach as a marketing paradigm in marketing management and examined its importance in understanding the processes of co-production and shared value creation, particularly in the tourism sector. Ramdani et al. (2009) developed a model to predict the likelihood of SMEs adopting corporate systems. Shaw et al. (2001) proposed a systematic method combining data mining and knowledge management techniques to manage marketing knowledge and support decision-making processes in customer relationship management. Maroufkhani et al. (2020) investigated which factors influenced the adoption of big data analytics in SMEs and how this affected business performance. Bag et al. (2021) examined the impact of big data-driven artificial intelligence on the processes of generating customer knowledge, user knowledge, and external market knowledge in businesses, and how this is reflected in B2B marketing decisions and firm performance. Paschen et al. (2019) conceptually explained how artificial intelligence can contribute to knowledge-based marketing in B2B marketing. Scuotto et al. (2016) examine the impact of social networking sites on the capacity of SMEs to acquire and assimilate external knowledge and on innovation performance. Soluk et al. (2021) investigated the impact of family influence on digital business model innovation and the mediating role of dynamic capabilities in this relationship.

The top 10 institutions with the most publications on this topic are shown in Figure 4.

When Figure 4 is examined, it can be seen that the 10 institutions with the most publications on the subject are, in order: Islamic Azad University (15 publications), Hong Kong Polytech University, Natl Cheng Kung University, University Tehran (12 publications), University Polytechnic Valencia (11 publications), University Granda, University Oulu, University Valencia (10 publications), North South University (9 publications) and Sumy State University (8 publications).

Table 5: Top 10 Most Cited Countries

Country	Total Number of Citations	Average Article Citation
United Kingdom	2430	56.5
USA	2416	35.5
Spain	2100	53.8
China	1909	26.5
Italy	1416	48.8
New Zealand	457	50.8
France	454	75.7
Australia	433	22.8
India	413	12.9
Nigeria	345	172.5

Figure 5 shows a word cloud representing the most frequently used words in studies on this topic.



When the word cloud in Figure 5 is examined, it is seen that the most frequently used words in studies on the subject are knowledge management (132), performance (128), impact (91), innovation (85), management (75), model (58), orientation (52), capabilities (48), firm (45), absorptive-capacity (40).

The network of keywords related to the subject is shown in Figure 6.

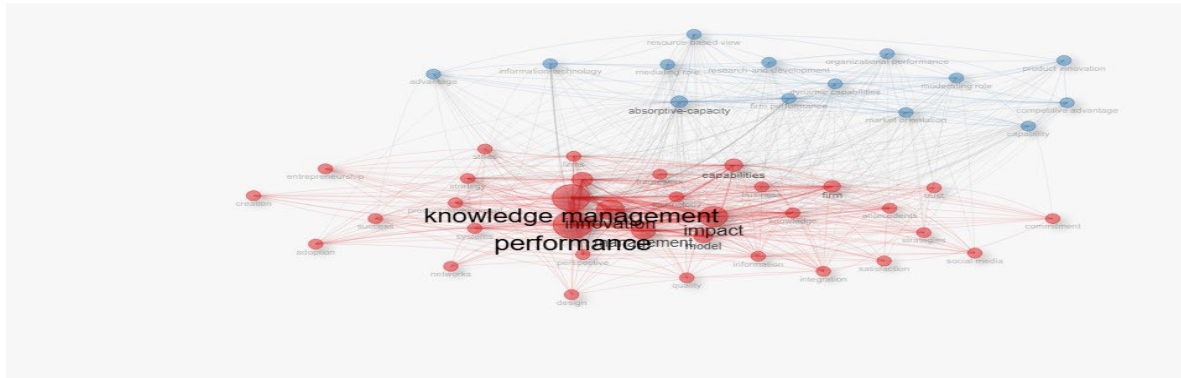


Figure 6: The Network of Word Co-occurrences

An examination of the word formation network used in studies on this topic reveals that it consists of two clusters. The words in the first cluster are knowledge management, performance, impact, innovation, management, model, orientation, capabilities, firm, knowledge, systems, framework, firms, information, strategy, framework, firms, knowledge, strategy, antecedents, business, technology, perspective, product development, adoption, quality, integration, satisfaction, trust, strategies, networks, smes, commitment, design, social media, success, creation and entrepreneurship. The words in the second cluster are absorptive-capacity, firm performance, dynamic capabilities, knowledge-technology, market orientation, organizational performance, capability, competitive advantage, resource-based view, moderating role, mediating role, advantage and product innovation.

A thematic map of studies related to this topic is shown in Figure 7.

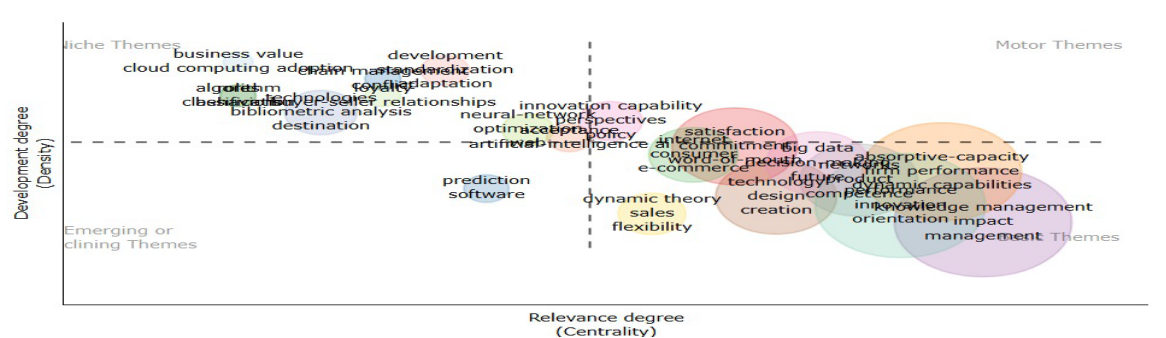


Figure 7: Thematic Map

The engine themes located in the upper right corner of the map highlight the elements driving the development of the field, and include concepts such as customer satisfaction, innovation capability, and big data. The main themes located in the lower right corner include concepts such as firm performance, knowledge management, and dynamic capabilities. The niche themes in the upper left corner include concepts such as cloud computing adoption, algorithms, and supply chain. The themes that appear or disappear in the lower left corner include concepts such as prediction software and sales flexibility.

International collaborations in studies related to this topic are shown in Figure 8.

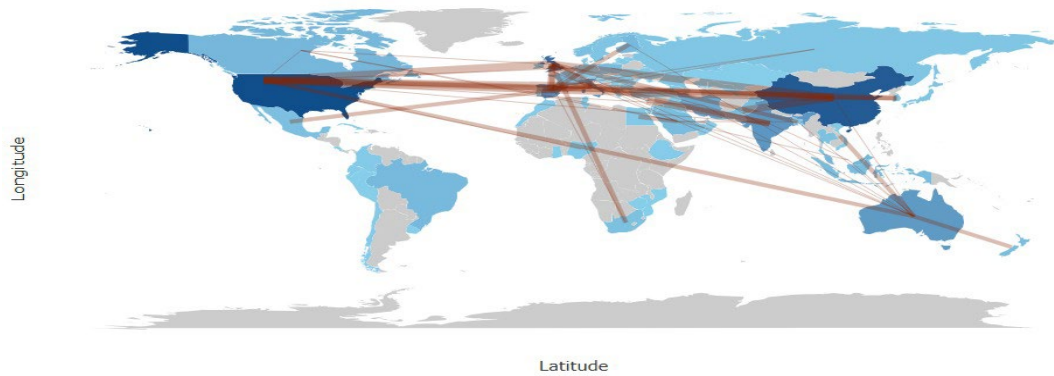


Figure 8: International Cooperation

When examining international collaborations in studies on this subject, it is seen that these countries include Germany, the USA, Australia, Austria, Bahrain, Bangladesh, the United Arab Emirates, the UK, Brazil, Bulgaria, Tunisia, the Czech Republic, China, Denmark, Ecuador, Indonesia, Morocco, Finland, France, South Africa, South Korea, Georgia, India, the Netherlands, Iraq, Iran, Ireland, Spain, Israel, Sweden, Switzerland, Italy, Jamaica, Japan, Canada, Montenegro, Kazakhstan, Colombia, Cyprus, Lithuania, Luxembourg, Hungary, Malaysia, Mexico, Egypt, Mozambique, Nigeria, Norway, Oman, Pakistan, Poland, Russia, Saudi Arabia, Slovenia, Chile, Thailand, Türkiye, Ukraine, Jordan, Vietnam, New Zealand, Greece, and Zimbabwe.

4. Conclusion

This study aims to reveal the intellectual structure, development dynamics, and future research trends of the field of knowledge management and marketing by conducting a bibliometric analysis of publications in this field between 1999 and 2026. The findings show that the relationship between knowledge management and marketing has strengthened over time and has been reshaped, particularly in the context of digitalization, artificial intelligence, and big data. The analysis results reveal that studies in the fields of knowledge management and marketing have shown an increasing trend over the years. The significant increase observed particularly in the period after 2015 can be explained by the acceleration of digital transformation processes and the widespread adoption of data-driven marketing approaches. This situation demonstrates that knowledge management is no longer merely a supporting function, but has become a direct strategic competitive element.

An annual growth rate of 4.15% indicates that the sector is developing steadily; however, the surges observed in recent years show that the sector has not yet reached saturation and has high development potential. The increase in the number of publications, especially in 2022, can be directly attributed to the acceleration of digitalization in the post-pandemic period. The findings indicate that certain authors and journals play a pioneering role in the fields of knowledge management and marketing. Journals such as the Journal of Knowledge Management, Industrial Marketing Management, and Journal of Business Research are particularly prominent in the field, both in terms of publication volume and citation impact. This situation demonstrates that knowledge management studies are increasingly finding a place within the marketing literature and are transforming into an interdisciplinary field.

Analyses of international cooperation show that the fields of knowledge management and marketing are highly global in nature. There is particularly intense academic interaction between the US, the UK, China, and European countries. Citation analyses show that developed countries are more dominant in knowledge production; however, developing countries have also been making increasing contributions in recent years. This situation reveals that knowledge management studies are becoming widespread on a global scale and are being tested in different economic contexts.

The findings of this study offer important implications for both theory and practice:

From a theoretical point of view;

- Knowledge management has become a central concept in marketing literature.
- Dynamic capabilities and a resource-based approach form the theoretical foundation of the field.
- Artificial intelligence and big data form the basis of new theoretical developments.

From an administrative perspective;

- Businesses should treat knowledge management as a strategic capability.
- Customer knowledge management plays a critical role in gaining a competitive advantage.
- Investments in artificial intelligence and data analytics directly impact marketing performance.

Consequently, the literature on knowledge management and marketing is becoming increasingly integrated, technology-driven, and strategic. This transformation highlights the critical role of knowledge-driven decision-making processes in enabling businesses to gain a competitive advantage. Artificial intelligence and big data analytics, in particular, have reshaped knowledge management processes, creating a new paradigm in the marketing discipline.

This study provides a comprehensive framework for both academics and practitioners by systematically presenting the development of the field from the past to the present.

Ethical Statement: Ethical approval is not required for this research. It is not necessary.

AI Declaration: During the preparation of this study, CHAT-GPT was used only to define the scope of the topic and to provide faster access to studies in foreign literature. After using this tool/service, the content was reviewed and edited accordingly.

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