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Research challenges in digital marketing: Exploring the complexities of a dynamic landscape

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Abstract

This paper explores the complexities of a dynamic, rapidly evolving landscape in the field of digital marketing. The identified challenges include evolving consumer behavior, privacy and security concerns, multi-channel integration, artificial intelligence and automation, influencer marketing and social media, and measuring ROI and effectiveness. Each challenge is discussed in detail, emphasizing the need for further research to overcome these obstacles and enhance the effectiveness and efficiency of digital marketing strategies. The paper proposes a number of future research directions, such as exploring emerging technologies, investigating cross-cultural differences, and conducting longitudinal studies to analyze the evolution of digital marketing. The development of consumer-centric strategies, adherence to future research, and success in the digital landscape can be achieved by addressing these challenges and embracing future research. The findings and insights from this research contribute to advancing the field of digital marketing and enabling businesses to connect with their target audiences effectively in the digital era.

Keywords: Digital Marketing; Research Challenges; Evolving Consumer Behavior; Multi-Channel Integration; Artificial Intelligence.

1. Introduction

Digital marketing has evolved into an important component of modern business strategy, providing firms with new and effective means of reaching and engaging their target consumers. The marketing environment has changed dramatically as a result of the increased dependence on digital channels and technology. However, in addition to its evident benefits, digital marketing brings an array of challenges that demand thorough analysis and examination (Theodorakopoulos et al. 2024).

The importance of digital marketing in today's corporate environment cannot be underscored. The widespread use of the internet, the pervasiveness of smartphones and the advent of social media platforms have fundamentally transformed how customers engage with companies. Organizations can now engage with their consumers on a global scale, create tailored experiences, and measure the efficacy of their marketing efforts in real time thanks to digital marketing (Halkiopoulos et al. 2023). Furthermore, it provides low-cost alternatives to traditional marketing channels and enables accurate targeting and segmentation.

However, in this dynamic and continuously changing context, various concerns necessitate academic attention. Researchers and practitioners must delve into many fields of investigation to properly handle the intricacies of digital marketing. Understanding the complexities of consumer behavior in the digital era, leveraging the power of data analytics and big data, addressing privacy and security concerns, optimizing multi-channel integration, leveraging

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artificial intelligence and automation, evaluating the effectiveness of influencer marketing, and measuring return on investment are just a few of the numerous challenges that digital marketers face (Igoumenakis et al. 2023).

As a result, further study is urgently needed to untangle these problems and give useful insights into how businesses may effectively employ digital marketing to achieve their goals. Scholars may help to establish frameworks, models, and methods to help marketers navigate the intricacies of the digital ecosystem by undertaking empirical investigations, theoretical analyses, and interdisciplinary research (Thanasas et al. 2022). Furthermore, the findings of this study can help legislators and regulatory organizations develop suitable rules and laws to protect consumer interests and assure ethical behavior in digital marketing.

It is critical for both academia and business to address these research problems in digital marketing. Organizations may obtain a better knowledge of customer behavior, refine their marketing tactics, and efficiently allocate resources to maximize their return on investment by doing extensive research. Furthermore, research findings can encourage innovation and the creation of new tools, strategies, and approaches to overcoming the obstacles of digital marketing (Vasilopoulos et al. 2023).

Modern business plans now include digital marketing as a crucial part since it has so many advantages. However, ongoing study and analysis are required to be implemented due to the complexity and difficulties that come with this constant growing digital environment. Researchers and practitioners may well improve their knowledge of digital marketing, by creating powerful strategies that support the development and the success of companies in an increasingly digital environment by tackling these difficulties (Vasilopoulos et al. 2023).

1.1. Evolving Consumer Behavior

As a result of the digital revolution, consumer behavior has changed dramatically, giving marketers a challenging environment to operate in. Due to the fluidity of consumer behavior in the digital sphere, understanding and forecasting customer preferences, decision-making processes, and online interactions has become more and more difficult (Dervishi et al. 2016). In-depth discussion of these issues is provided in this part, which also highlights the necessity of doing research to create consumer-focused digital marketing plans.

One of the key challenges in understanding consumer behavior in the digital era is the sheer volume and variety of available data. With the proliferation of digital channels, consumers leave behind a trail of digital footprints, generating vast amounts of data through their online activities (Halkiopoulos et al. 2020). This includes their interactions on social media platforms, website browsing behavior, search queries, and purchase histories. Analyzing and making sense of this data in order to gain meaningful insights into consumer preferences and behavior requires advanced analytical techniques and tools.

The vast amount and diversity of data accessible are one of the major obstacles to comprehending customer behavior in the digital age. Due to the widespread use of digital channels, users generate enormous volumes of data through their online actions, leaving a digital footprint. They also engage in social media activities, browse websites, do searches, and make purchases (Giannoulis et al. 2020). Advanced analytical techniques and tools are needed to analyze and make sense of this data in order to learn relevant information about customer preferences and behaviors.

Understanding consumer decision-making processes is also difficult in the digital world. Consumers' evaluation and purchase decisions have altered as a result of the quantity of options, online reviews, and social media suggestions. Traditional consumer decision-making models may no longer be applicable in the digital era, forcing the development of new frameworks and theories to account for the intricacies of online consumer behavior.

Online interactions are very important in affecting customer behavior. Consumers interact with companies, express their thoughts, and seek recommendations through their social networks. Extensive study is required to understand the dynamics of these online interactions, including the influence of social networks and the impact of online reviews and ratings (Antonopoulou et al. 2022). Marketers must understand how these interactions form brand perceptions, influence purchasing decisions, and ultimately influence the effectiveness of their digital marketing campaigns.

Conducting consumer behavior research in the digital world is crucial for building customer-centric digital marketing strategies. Marketers may customize their messaging, content, and engagement tactics to resonate with their target audiences by gathering insights into consumer preferences. Consumer behavior patterns and trends may be discovered through research, allowing marketers to predict developments and remain ahead of the curve. Furthermore, research

may assist in identifying the most successful channels and touch points for engaging with customers, ensuring that marketing activities are in sync with their evolving tastes and personal preferences (De Pelsmacker et al. 2018).

1.2. Concerns about privacy and security

Today, privacy and security concerns are critical concerns marketers must address in the digital marketing environment. Privacy regulations, data breaches, and consumer trust are concerns associated with the collection and usage of consumer data. For consumer confidence to be assured, this section explores the issues associated with these concerns and advocates for research on ethical and responsible digital marketing practices.

Navigating the complex landscape of privacy regulations is one of the primary challenges in digital marketing. Data privacy laws have been enacted by governments and regulatory bodies around the world to protect consumer information. Marketers must comply with regulations such as the General Data Protection Regulation (GDPR) in the European Union, the California Consumer Privacy Act (CCPA), and similar legislation. Organizations operating across different jurisdictions can find it difficult to fully understand and implement these regulations (Chaffey et al. 2019). By conducting research, marketers can gain a deeper understanding of legal requirements, develop compliant data collection and processing practices, and navigate the intricacies of global privacy law.

Consumer privacy and trust are at risk when data breaches occur. An organization's reputation and finances can be severely damaged by cyberattacks and unauthorized access to customer data. Investing in robust data security measures, such as encryption, secure storage, and access controls, is imperative for marketers. Consumer data can be protected throughout the digital marketing ecosystem by developing innovative security frameworks and technologies (Bala et. al 2018). In addition, marketers can gain valuable insight into data breach prevention and detection using artificial intelligence and machine learning.

Digital marketing initiatives cannot succeed without consumer trust. Data collection, storage and use by organizations concern consumers more and more. The collection of consumer data must be transparent, and marketers must obtain their informed consent. It is important to communicate clearly, to be transparent about privacy policies, and to hold data handlers accountable for data handling in order to build trust. To foster trust, researchers can investigate consumer perceptions, attitudes, and expectations regarding privacy and data security. The results of this research can contribute to the development of ethical frameworks and guidelines for digital marketing that are responsible for data practices.

Marketers should also consider the ethical implications of their digital marketing practices in addition to complying with regulations and securing consumer data. As part of this process, we need to address issues such as data anonymization, responsible targeting, and personalization, as well as ensure that the benefits of using data outweigh the potential risks to consumer privacy (Wind et al. 2002). In order to balance the goals of effective marketing with the protection of consumer privacy rights, research can examine ethical frameworks and best practices for digital marketers.

It is crucial that marketers conduct research into ethical and responsible digital marketing practices in order to maintain consumer trust in the way their data is handled. In turn, this can result in stronger relationships with customers, greater engagement, and improved brand loyalty. In order to develop guidelines and recommendations aligned with privacy regulations and consumer expectations, researchers must collaborate with industry practitioners and policymakers (Saura 2021).

Security and privacy concerns are integral to digital marketing. Marketers must protect consumer data from data breaches, navigate privacy regulations, and earn consumer trust. By providing marketers with ethical and responsible practices for digital marketing, research plays an important role in addressing these challenges. Organizations can leverage the benefits of digital marketing strategies by prioritizing consumer privacy, security, and trust.

1.3. Multi-Channel Integration

A variety of digital marketing channels are utilized by organizations today to reach and engage their target audiences. Among these channels are social media platforms, websites, mobile apps, and email marketing. The challenge, however, is to integrate these channels cohesively. In this section, we explore the complexities of multi-channel marketing and examine research avenues for improving customer engagement and optimizing multi-channel marketing strategies.

Delivering a consistent and seamless experience across channels is a key challenge of multi-channel integration. The features, capabilities, and expectations of each channel are unique. It can be challenging to ensure consistency across channels when it comes to brand messages, visuals, and user experience. It is possible to facilitate the seamless

integration of visual elements and messaging across different channels by developing style guides, templates, and design frameworks (Ryan 2016). A multi-channel experience can also influence customer perceptions and engagement, providing marketers with valuable insights.

Multi-channel marketing faces another significant challenge: personalization. A customized experience tailored to the preferences and needs of consumers is expected. In order to provide personalized experiences, it can be challenging to collect and analyze data across multiple channels. Research can focus on developing advanced data integration techniques that consolidate customer data from different sources, allowing marketers to create a unified view of each customer. Multi-channel marketing strategies can also be optimized by investigating effective personalization strategies and monitoring their impact on customer satisfaction and loyalty.

It is crucial to coordinate marketing efforts across channels in order to maximize their impact and create a cohesive customer journey. In order to effectively communicate with consumers, marketers need to consider how different channels interact with one another as well as how to synchronize and sequence marketing messages. By studying customer behavior and reactions to marketing messages across multiple channels, researchers can gain an understanding of the dynamics of cross-channel interactions. Research like this can inform the development of effective cross-channel marketing strategies, such as email campaigns that integrate social media content with mobile applications.

Research opportunities also exist in the measurement and attribution of marketing performance across multiple channels. It is essential that marketers understand how each channel affects marketing outcomes, such as conversions, sales, or customer engagement. In order to understand how each channel influences the customer journey, robust measurement frameworks and attribution models must be developed. There are various attribution models and methodologies that can be researched, taking into account factors such as channel interactions, customer touchpoints, and time decay effects. With the help of this research, marketers will be able to allocate resources effectively and optimize their multi-channel marketing efforts (Kannan 2017).

In digital marketing, multi-channel integration is a complex process. Providing consistent customer experiences, personalizing interactions, coordinating marketing efforts, and measuring the effectiveness of each channel are all challenges marketers face. Customer engagement and multichannel marketing strategies can be optimized through research. Customers are more likely to be satisfied, loyal, and to do business with a brand that addresses these challenges

1.4. Artificial Intelligence and Automation

In the digital marketing landscape, artificial intelligence (AI) and automation technologies have revolutionized the landscape. Throughout this section, we explore the challenges and opportunities that AI-driven marketing automation presents, including algorithm biases, ethical considerations and finding the right balance between automated and human interactions.

Marketers can take advantage of AI-driven marketing automation to increase efficiency, scale, and provide personalized customer experiences. Data-driven decisions can be made in real-time using AI algorithms, which analyze vast amounts of data and identify patterns. Email marketing, social media scheduling, and ad optimization can all be automated, allowing marketers to focus on more strategic initiatives. Digital marketing integrates AI and automation, however, there are several challenges (Patrutiu-Baltes 2016).

Algorithmic bias is a potential challenge. A biased set of historical data can lead to biased results and decisions when AI algorithms learn from it. The consequences of this can be ethically challenging and have a negative impact on certain segments of the customer base. There are a number of techniques researchers can use to mitigate algorithm biases, including diverse and representative training data, fairness metrics, and transparency in algorithm decision-making. Additionally, research can delve into the social and ethical implications of AI-driven marketing automation to ensure responsible and unbiased use of these technologies.

Marketing automation driven by AI must take ethical considerations into account. Using customer data for automated decision-making raises privacy concerns, data protection issues, and consent issues. For a company to maintain customer trust, it is crucial to be transparent about the collection of data, its use and the decision-making process. Data governance, privacy, and security best practices can be developed as part of AI-driven marketing automation research. AI systems should be designed and implemented in such a way as to build long-term relationships based on trust and respect between marketers and customers.

A balance must be struck between automation and human interaction when it comes to efficiency and scale. To connect with customers on a deeper level, digital marketing still requires creativity, intuition and empathy. In order to create meaningful experiences, marketers need to identify the touchpoints where human interaction adds value. Human intervention can be integrated to enhance customer engagement and satisfaction through research to determine the optimal balance between automation and human touchpoints.

To leverage AI and automation effectively, marketers must continue to update their skills and knowledge as these technologies advance. Researchers can contribute by studying the impact of AI on the marketing workforce, identifying skills gaps, and recommending strategies for upskilling and reskilling marketers. In an AI-driven digital marketing landscape, marketers can stay ahead by adopting a mindset of continual learning and adaptation.

Digital marketing is challenged and benefited by the integration of AI and automation technologies. It is imperative for marketers to balance algorithm biases, ethical considerations, and human interaction. In order to address these challenges, researchers provide insight into algorithmic fairness and ethical frameworks as well as the optimal integration of human touchpoints. The advantages of AI-driven marketing automation can be reaped by marketers in many ways, including enhancing customer experiences, improving efficiency, and achieving business growth.

1.5. Social media marketing and influencer marketing

Digital marketing has evolved to include influencer marketing as a prominent strategy, implementing it across social media platforms as a key channel. Influencer engagement, measurement, and identification of challenges are discussed in this section. It explores research opportunities in understanding consumer behavior in the context of influencer marketing and evaluating its impact on brand perception.

Identifying and selecting the right influencers for a campaign or brand is one of the primary challenges in influencer marketing. It is important for marketers to consider several factors, such as the influencer's relevance to the target audience, their content quality, engagement rates, and authenticity. In order to assist in identifying and evaluating influences, research can be directed towards developing algorithms and tools. These tools may leverage data analytics and natural language processing techniques to assess influencers' content and engagement patterns. Moreover, research can explore the impact of different types of influencers on audience reach, engagement, and conversion rates in different industry verticals (e.g., macro, micro, nano).

Another challenge in influencer marketing is engaging influencers effectively. It is critical for marketers to establish strong relationships with influencers, aligning their brand goals with those of the influencer and their audience. Research can examine best practices for influencer collaboration and relationship management, including strategies for clear communication, mutual value creation, and long-term partnerships. It can also provide valuable insights for marketers to optimize their influencer marketing strategies by investigating the impact of influencer authenticity, disclosure practices, and content credibility (Yasmin et al. 2015).

Managing influencer marketing campaigns effectively and determining return on investment (ROI) is essential. An assessment of the impact of influencer collaborations on brand awareness, customer engagement, and conversion needs to be carried out by marketers. However, it can be difficult to measure these outcomes accurately. In order to develop robust measurement frameworks, attribution models, and KPIs specifically for influencer marketing, research is needed. In order to allocate resources effectively among influencer campaigns and influencers, marketers need to understand the value generated by influencer campaigns (Saura et al. 2023).

A key component of influencer marketing research is understanding consumer behavior. These interactions influence consumers' perceptions and decision-making processes based on the influencer-generated content they encounter. The factors that drive consumers' trust and credibility assessments can be explored through research on how they perceive influencers, how they engage with influencer content and how they perceive the authenticity of influencers. Influencer marketing can also provide valuable insight into the effectiveness of this marketing strategy by examining the impact this strategy has on consumer attitudes, purchase intentions, and brand loyalty (Kingsnorth 2022).

In influencer marketing, ethical considerations also need to be taken into account. Transparency, disclosure, and misleading practices arise as influencers gain significant influence over their audience. Among the topics that can be explored in research are disclosure practices, sponsored content, and the promotion of products/services in line with an influencer's values and beliefs. In order to maintain credibility and effectiveness of influencer marketing, marketers must establish ethical standards (Desai et al. 2019).

Digital marketers face unique challenges and opportunities through influencer marketing on social media platforms. Research in this domain can address the challenges of influencer identification, engagement, and measurement, while providing insights into consumer behavior and the impact of influencer marketing on brand perception. Influencer marketing strategies can be developed by leveraging research findings to resonate with target audiences, drive engagement, and increase brand value.

1.6. Measuring ROI and Effectiveness

Digital marketing ROI and effectiveness measurement are vital yet complex marketing tasks. In this section, we explore research avenues for developing comprehensive measurement models and metrics as well as challenges associated with attributing marketing outcomes to specific marketing efforts (Herhausen et al. 2020).

Measurement of ROI and effectiveness is challenging when it comes to attributing results to specific marketing initiatives. A customer engages with multiple touchpoints and channels before completing a purchase. The task of identifying which marketing efforts directly influenced the desired outcome can be challenging. Research can focus on developing advanced attribution models that consider multiple touchpoints along the customer journey, including online and offline interactions (Antonopoulou et al. 2022). As a part of these models, various marketing channels and touchpoints may be given credit using algorithmic attribution or machine learning techniques. A better understanding of our marketing initiatives can be gained by refining attribution models, which will allow marketers to allocate resources more efficiently.

Digital marketing campaigns must also be measured appropriately using appropriate metrics. There is limited insight into the real impact of traditional metrics like click-through rates or impressions on business outcomes. Metrics and frameworks that align with specific business objectives and marketing objectives can be developed through research. Measures of brand equity can include conversion rates, customer lifetime value, engagement metrics, and social media sentiment analysis (Veleva et. al 2020). Additionally, researching industry-specific benchmarks and standards for digital marketing metrics can help marketers gauge their performance relative to competitors and identify areas for improvement.

In the age of data-driven marketing, there are both opportunities and challenges to keep in mind. Data is available to marketers in a variety of forms, including website analytics, demographics, and social media engagement. Although this data is abundant, it can be challenging to extract meaningful insights from it. To uncover patterns and relationships between marketing efforts and outcomes, research can focus on advanced data analysis techniques like predictive modeling, customer segmentation, and cohort analysis. A holistic view of the customer journey is possible through the integration of data from different sources and channels, which allows for more accurate measurement of the effectiveness of marketing (Olson et al. 2021).

The landscape of digital marketing continues to evolve as new channels, platforms, and technologies emerge. The fast pace of this evolution necessitates continuous research to keep up with the latest trends and measurement approaches. Researchers can explore emerging marketing channels and technologies, such as voice search, virtual reality, or augmented reality, and investigate the measurement challenges and opportunities they present. Researchers can help marketers to adapt their measurement strategies and capture the impact of novel marketing initiatives by studying these emerging areas.

To advance measurement practices in digital marketing, researchers and practitioners must collaborate. Collaboration between researchers and marketers can provide access to real-world data and enable the testing of measurement models. On the other hand, marketers can provide insights into their measurement challenges and contribute to the refinement of research methodologies (Tiago et al. 2014). By collaborating, practical measurement guidelines and best practices can be developed that align with the evolving landscape of digital marketing.

Digital marketing is complex in terms of measuring ROI and effectiveness. A comprehensive measurement framework, advanced attribution models, and industry-specific metrics can be developed to address these challenges (Taken Smith 2012). A marketer can gain valuable insights into their digital marketing initiatives and optimize their strategies for maximum ROI and effectiveness by leveraging data analysis techniques, staying abreast of emerging trends, and fostering collaboration between researchers and practitioners.

1.7. Research directions to be pursued in the future

In light of digital marketing's continuing evolution, there are several promising research directions that can advance our understanding of this dynamic field. In the last section of this paper, research directions are suggested, including

exploring emerging technological advancements, investigating cross-cultural differences in digital marketing effectiveness, and conducting longitudinal studies to track the evolution of digital marketing practices.

Exploring Emerging Technologies: Digital marketing is heavily influenced by technological advancements. Research in the future can explore the implications and impacts of emerging technologies on digital marketing strategies. For example, studying the potential of artificial intelligence (AI), machine learning, blockchain, augmented reality (AR), virtual reality (VR), or the Internet of Things (IoT) in enhancing customer experiences, personalization, and marketing effectiveness. Marketers can gain valuable insights into these emerging technologies by investigating adoption challenges, ethical concerns, and optimal implementation strategies.

Investigating Cross-Cultural Differences: As digital marketing operates globally, understanding cross-cultural differences in consumer behavior and preferences becomes crucial. Culture plays an important role in determining the effectiveness of digital marketing strategies across different countries and regions. Future research can examine these cultural complexities. In designing culturally sensitive and effective marketing campaigns, marketers should examine how cultural factors impact consumer responses to digital marketing messages, influencer perceptions, or the adoption of new technologies. Additionally, research can explore how cultural context can be incorporated into digital marketing strategies.

Longitudinal Studies and Evolution of Digital Marketing Practices: Digital marketing practices continue to evolve rapidly. It can be useful to conduct longitudinal studies that examine consumer behavior shifts, emerging trends, and best practices in digital marketing. In order to optimize strategies for digital marketing in the long run, marketers must take into account changes in platform and algorithm developments as well as consumer expectations over time (Chaffey et al. 2022). To gain a deeper understanding of digital marketing's cumulative impact, it is also necessary to examine the long-term effects of digital marketing efforts on customer loyalty and business performance.

Impact of Regulation and Privacy Concerns: With the increasing focus on data privacy and the implementation of regulations such as the General Data Protection Regulation (GDPR) and California Consumer Privacy Act (CCPA), future research can explore the impact of these regulations on digital marketing practices. Research into consumer trust, data collection strategies, and marketing effectiveness can offer insight into ethical and responsible digital marketing practices. Digital marketing strategies can also be studied in light of emerging privacy-enhancing technologies and consent management solutions (Todor 2016).

Integration of Online and Offline Marketing Efforts: Digital marketing is often integrated with offline marketing efforts, creating opportunities for research on the integration of these channels. Integrated marketing approaches can be used to gain insight into the holistic customer journey and the impact of online and offline marketing efforts, investigate the synergies between digital and traditional advertising, and explore omnichannel strategies (Theodorakopoulos et al. 2024). By measuring the effectiveness of integrated marketing campaigns and understanding the dynamics of online-to-offline attribution, marketers can optimize their cross-channel campaigns.

It is important for future research in digital marketing to look at emerging technologies, examine cross-cultural differences, conduct longitudinal studies, understand regulation impacts, and integrate online and offline marketing efforts. As we navigate the ever-changing digital landscape, marketers can use these insights to create effective strategies that will engage their target audiences by addressing these research areas.

2. Conclusion

The purpose of this paper was to explore the difficulties in conducting research in digital marketing, highlighting the fact that this field is complex and rapidly evolving. The identified challenges include evolving consumer behavior, data analytics and big data, privacy and security concerns, multi-channel integration, artificial intelligence and automation, influencer marketing and social media, measuring ROI and effectiveness, and the need for future research directions.

As technology advances and consumer preferences shift, digital marketing operates in a rapidly changing environment. Developing effective and efficient digital marketing strategies requires marketers to understand and address these challenges. Marketers who overcome these challenges can enhance customer engagement, improve marketing outcomes, and increase ROI.

Maintaining a leading position in digital marketing requires continual research. Understanding the applications of emerging technologies, such as AI, blockchain, AR, and VR, can provide marketing insights. Investigating cross-cultural differences in digital marketing effectiveness can lead to more tailored and impactful campaigns across diverse markets.

Longitudinal studies tracking the evolution of digital marketing practices can capture trends and inform adaptive strategies. It is important to understand the effects of regulations and privacy concerns on marketing practices in order to make ethical and responsible decisions. Integrating online and offline marketing efforts can optimize the customer journey and improve campaign effectiveness.

Embracing future research directions and addressing these challenges will help marketers gain a competitive edge in the digital landscape. They can develop consumer-centric strategies, leverage advanced analytics techniques, build trust and credibility, optimize multi-channel integration, harness the potential of AI and automation, and harness the power of influencer marketing and social media. The results of this research will ultimately contribute to the success and growth of digital marketing, helping businesses reach their target audiences effectively, drive brand awareness, and achieve their marketing goals.

Therefore, researchers and practitioners alike can benefit from the challenges associated with digital marketing. The field of digital marketing can continue to advance by actively addressing these challenges and conducting further research, which will lead to more effective strategies and improved outcomes.

Compliance with ethical standard

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The authors of this paper have no conflicts of interest.

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