Leveraging E-Marketing for Enhancing Customer Knowledge Management: A Systematic Review of Tourism Strategies in the Saudi Arabian Context

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Abstract

This study explores the intersection of e-marketing and customer knowledge management (CKM) within the context of the Saudi Arabian tourism sector. It aims to analyze how e-marketing tools, particularly social media, enhance customer engagement and knowledge management practices to achieve sustainable tourism growth in line with Vision 2030.A systematic literature review approach was employed, focusing on peer-reviewed articles published between 2015 and 2024. The study adhered to PRISMA guidelines for article selection, and a total of 36 research papers were thoroughly analyzed. The literature was categorized into three main themes: CKM frameworks, e-marketing strategies in tourism, and social media's role in customer engagement and knowledge transfer.The review indicates that e-marketing, especially through social media platforms, significantly enhances CKM by facilitating real-time customer interactions, feedback loops, and data gathering. These tools help overcome traditional CKM challenges, such as knowledge transfer and storage, particularly in the tourism context. Saudi Arabia's unique cultural and economic environment presents specific opportunities and challenges in implementing these strategies effectively.This paper is one of the first to comprehensively analyze the role of e-marketing in CKM within the Saudi tourism sector. It proposes a structured framework for integrating digital strategies with CKM to optimize customer engagement and service delivery. The findings offer actionable insights for policymakers and tourism managers on leveraging e-marketing tools to achieve competitive advantage and sustainable growth.

Keywords: *E-Marketing Strategies, Customer Knowledge Management, Sustainable Tourism Development, Digital Transformation.*

Introduction

The tourism industry is undergoing a significant transformation worldwide due to the rapid adoption of digital marketing strategies that enhance customer experiences and engagement. In this evolving landscape, Customer Knowledge Management (CKM) has emerged as a strategic tool for firms seeking to develop customer-centric approaches. CKM involves the systematic collection, storage, and utilization of customer information to support decision-making and improve service delivery. This is particularly crucial for the tourism sector, where customer preferences and behaviors are diverse and dynamic, making effective knowledge management essential for achieving a competitive edge.

In Saudi Arabia, the Vision 2030 initiative has set ambitious goals to diversify the economy by positioning tourism as a key sector for growth and development. The government aims to attract 100 million visitors annually by 2030, creating new opportunities for both public and private stakeholders. Digital marketing, especially through social media platforms, has become a central element in achieving these objectives by promoting the country's unique cultural and historical attractions to a global audience. Despite the growing importance of digital marketing in Saudi Arabia, there is limited research on how these strategies can be integrated with CKM to enhance customer engagement and optimize marketing outcomes in the tourism sector.

Existing studies have explored various aspects of CKM and e-marketing independently, but few have investigated their intersection within the specific context of Saudi Arabia's tourism industry. This research addresses this gap by examining the role of e-marketing tools—such as social media, electronic word of mouth (e-WoM), and mobile applications—in supporting CKM processes and improving customer engagement. By synthesizing findings from 36 peer-reviewed articles, this study provides a comprehensive

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understanding of how digital marketing strategies can be leveraged to overcome CKM challenges and achieve sustainable tourism growth.

The structure of this paper is as follows: the next section presents a detailed review of the relevant literature, focusing on CKM frameworks and e-marketing strategies in tourism. The methodology section outlines the systematic review approach used in this study, followed by an analysis of key themes and trends in the results section. Finally, the discussion and conclusion highlight the practical implications of the findings and suggest directions for future research.

Literature Review

Customer Knowledge Management in Tourism

This chapter focuses on the role of Customer Knowledge Management (CKM) in tourism, highlighting frameworks and empirical studies that elucidate its implementation and impact. Key findings indicate that CKM processes, encompassing creation, collection, transfer, and dissemination of customer knowledge, are crucial for enhancing firm performance and customer engagement. Empirical studies reveal that factors such as customer involvement, customer-centric culture, and leveraging social media data are vital for effective CKM. Additionally, CKM's integration with performance measurement frameworks like the Balanced Scorecard and its application in CRM within the hotel industry demonstrate substantial potential for improving business outcomes and competitive advantage.

Concepts and Frameworks of CKM

Customer Knowledge Management (CKM) in tourism is explored through various conceptual frameworks and empirical studies.

- Ourzik (2022) conducted a systematic literature review, highlighting the evolving nature of CKM and identifying key research gaps, such as understanding CK creation, collection, transfer, and dissemination within firms. They propose a framework linking antecedents, consequences, and moderators, emphasizing implementation, firm performance, and customer engagement.

- Khosravi et.al (2022) developed a theoretical CKM framework for enterprise software development, identifying organizational, human, and technological antecedents crucial for CKM processes. Using the TOPSIS method, they prioritize factors like "Customer Involvement" and "Customer-Centric Culture" as essential for CKM development.

- Muniz et.al (2022) applied the SMARTUR Framework to manage tourist experiences on social media, demonstrating its utility in planning, collecting, and analyzing tourist data to propose smart solutions for Destination Management Organizations.

These studies collectively provide a comprehensive understanding of CKM frameworks and their application across different sectors.

CKM Applications in the Tourism Sector

Customer Knowledge Management (CKM) applications in the tourism sector demonstrate significant potential for enhancing business performance and customer relationships.

The paper by Chen et al. (2023) presents an evaluation framework linking CKM competence with the Balanced Scorecard (BSC) in agritourism enterprises. A case study from the Chengdu-Chongqing Economic Circle shows that CKM performance is primarily driven by business process performance, system support, customer communication, and market performance. Key hindrances include senior leadership attention, customer knowledge sharing efficiency, and information technology level.

In the hotel industry Alshawabkeh et al. (2022) highlights the role of KM in enhancing Customer Relationship Management (CRM) using social media feedback in the UK. This study finds that KM can help hotels overcome challenges and increase their competitive advantages by leveraging customer interactions on platforms like Twitter and Facebook.

E-Marketing and Social Media in Tourism

This chapter focuses on the research question: *E-Marketing and Social Media in Tourism*.

Social media and digital marketing are pivotal in modern tourism strategies, enhancing customer engagement, brand loyalty, and perceived value. Studies demonstrate the effectiveness of interactive content and E-WOM in fostering customer loyalty and satisfaction. E-marketing strategies, particularly through social media, significantly boost tourism recovery and economic indicators post-pandemic. The research underscores the importance of trust and brand equity as mediators, showcasing how digital tools and platforms can drive tourist behavior, purchase intentions, and overall experience enhancement in the tourism sector.

Role of Social Media in Tourism Marketing

Social media plays a crucial role in enhancing marketing strategies and customer engagement in the tourism and hospitality sectors. Moro and Rita (2018) highlight the importance of brand strategies in social media for hospitality and tourism, emphasizing the growing need for businesses to adapt their marketing approaches to leverage social platforms effectively. This aligns with Hu and Olivieri (2020), who explore how hospitality firms integrate social media throughout the traveler's customer journey, noting that social media is increasingly utilized in all phases of this journey.

Aydin (2020) delves into how luxury hospitality facilities can boost social media engagement and post effectiveness, identifying interactive and vivid content as key drivers of higher follower interaction. Similarly, Asperen, van Rooij, and van Dijkmans (2018) find a positive relationship between social media engagement and customer loyalty, particularly highlighting that passive engagement (consuming content) is directly related to affective loyalty.

Puspaningrum (2020) and Ebrahim (2020) both explore the mediating role of brand trust in the relationship between social media marketing and brand loyalty. Puspaningrum (2020) demonstrates that social media marketing enhances McDonald's brand trust and loyalty in Indonesia, while Ebrahim (2020) confirms that trust and brand equity are crucial mediators in the telecommunications sector in Egypt.

In summary, these studies collectively underscore the integral role of social media in tourism marketing by enhancing customer engagement, building brand loyalty, and emphasizing the importance of trust as a mediating factor.

E-Marketing Strategies for Tourism Destinations

The key findings indicate that effective e-marketing strategies, including the use of social media and digital tools, significantly enhance the visibility and perceived value of tourism destinations.

The research conducted by Hassoon et al. (2022) highlights the role of electronic tourism marketing in creating perceived value for customers in Baghdad. By analyzing the relationship between e-tourism marketing elements and customer satisfaction, the study found a significant correlation between digital marketing efforts and the perceived value of tourism services. This reinforces the importance of leveraging digital tools to enhance customer experience and satisfaction.

Similarly, López et al. (2023a) and López et al. (2023b) emphasize the necessity of digital marketing strategies to rejuvenate tourism in Tungurahua post-COVID-19. These studies utilized quantitative methods and surveys to assess the impact of social media and digital strategies on tourism recovery. Both

papers concluded that appropriate digital marketing tactics could significantly boost tourism by improving economic indicators and adapting to new labor realities.

The study by Haryono and Albetris (2022), focused on Kerinci Regency, Jambi Province, reveals that e-tourism marketing, specifically through promotion, e-WOM (electronic word of mouth), and advertising, plays a critical role in increasing tourist visit intentions. This study underscores the effectiveness of digital marketing communications in attracting tourists, particularly in the post-pandemic era.

Briez et al. (2022) assessed the influence of online marketing tools on domestic tourism in Egypt. The study demonstrated a significant relationship between the use of online marketing applications and factors such as online behavior, purchase intention, and e-satisfaction among domestic tourists. This finding highlights the importance of considering online reviews and social media feedback in marketing strategies to enhance e-satisfaction and purchase intentions.

Further supporting these findings, Ababneh (2022) examined the impact of electronically transmitted word of mouth (E-WOM) on tourism marketing in Jordan. The study found that credible and sufficient information provided online about tourism services can reduce perceived risks and enhance purchasing intentions, thereby improving the overall effectiveness of tourism marketing.

Said and Ensaad (2022) explored the use of Electronic Integrated Marketing Communication (E-IMC) in Algerian tourism agencies. The study identified internal and external hurdles but also emphasized the benefits of E-IMC in improving tourism marketing performance. This suggests that overcoming these hurdles can lead to significant improvements in marketing outcomes.

Lastly, Heidari et al. (2024) proposed an e-learning model for health tourism marketing, focusing on educational healthcare centers in Tehran. The model includes multiple dimensions such as strategies, infrastructure, resources, and communication literacy. These comprehensive elements can significantly aid in creating effective e-learning platforms for health tourism marketing.

In conclusion, the collective insights from these studies underscore the critical role of e-marketing strategies, including social media, E-WOM, and digital tools, in enhancing the visibility and perceived value of tourism destinations. By effectively employing these strategies, tourism marketers can significantly improve customer satisfaction, increase tourist visit intentions, and drive economic recovery in the post-pandemic era.

*Impact of Social Media on Tourist Behavior and Decision-making*

Social media significantly influences tourist behavior and decision-making through brand awareness, brand loyalty, purchase intentions, and the dissemination of e-WoM.

- Veerasamy and Goswami (2022) examine how smart tourism and e-WoM sentiments from platforms like YouTube and Twitter enhance the experience of tourists seeking spiritual destinations in India. The research highlights the importance of positive sentiments and smart technologies in co-creating personalized and authentic spiritual tourism experiences.

- Bilgin (2018) delves into the effects of social media marketing activities on brand dynamics. The findings indicate that social media marketing significantly impacts brand awareness, image, and loyalty, with brand awareness showing the most substantial effect. Additionally, brand awareness and image were found to significantly influence brand loyalty.

- Bilgin et al. (2018) focus on the low-cost airline industry and analyze both online and offline influences on consumer behavior. The research finds that interpersonal offline influences affect online purchase intentions and WOM, while external offline influences mainly impact e-WoM. Online C2C information exchanges also play a crucial role in shaping consumer attitudes and behaviors.

- Prasetyo et al. (2020) investigate the impact of social media marketing on Instagram within Indonesia's ready-to-drink tea industry. The study reveals that social media marketing activities positively affect brand equity, which in turn enhances e-WoM and customers' purchase intentions.

Saudi Arabia's Tourism Sector: Context and Development

This chapter focuses on the current state and growth of Saudi Arabia's tourism sector, addressing strategic development, community attitudes, and digital marketing initiatives. Under Vision 2030, tourism is seen as a key economic diversifier. Residents show mixed reactions to tourism, balancing economic benefits against cultural concerns. Digital transformation is pivotal, with social media enhancing tourism experiences. COVID-19 highlighted the need for resilient strategies. Accessible tourism is underdeveloped, requiring more inclusive practices. Religious tourism, especially Hajj, demands effective crowd management. Investments and workforce dynamics are crucial, with financial compensation influencing job satisfaction. The distribution of tourism marketing studies by geographic focus is presented in Figure 1.
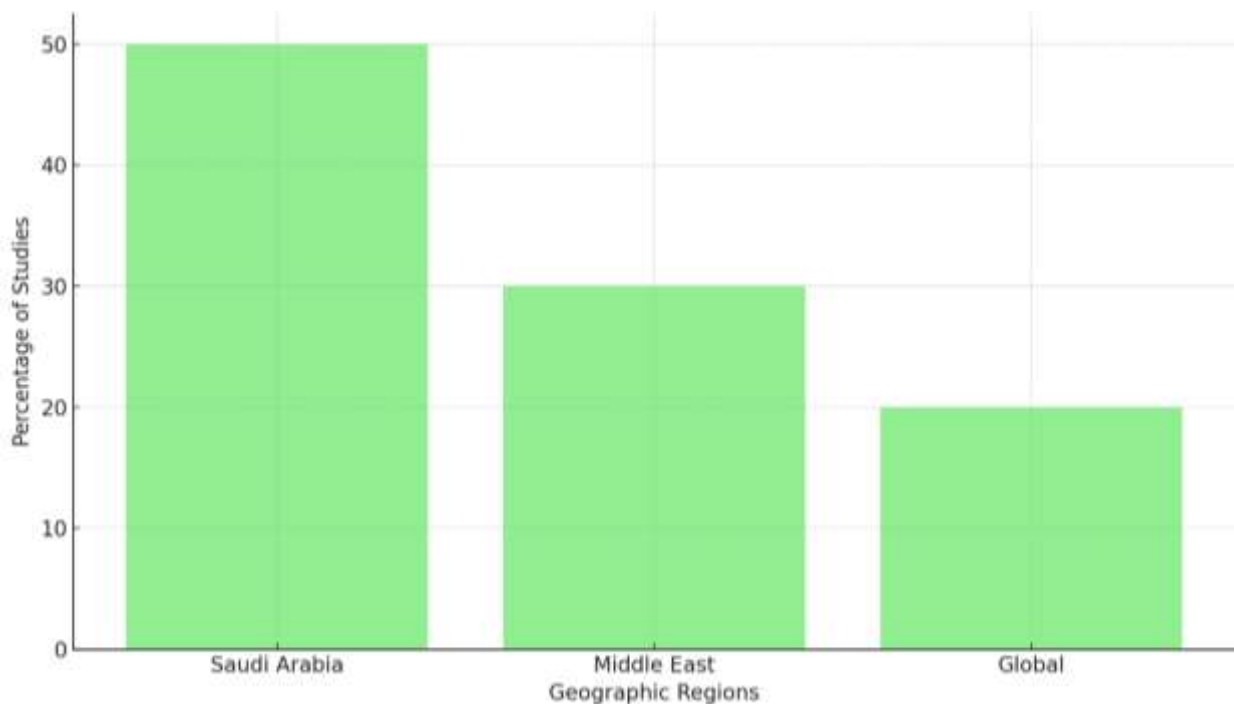
Figure 1. Tourism Marketing Studies by Geographic Focus

Current State and Growth of Saudi Tourism

The current state and growth of Saudi Arabia's tourism sector are characterized by strategic development, community attitudes, and digital marketing initiatives, amid both opportunities and challenges.

Tourism development in Saudi Arabia has seen a significant push as part of the broader Vision 2030 initiative, aiming to diversify the economy away from oil dependency. Algassim, Saufi, and Scott (2023) explored residents' emotional responses to tourism development in Al-Juhfa village, revealing mixed feelings; while some residents anticipate economic benefits, others fear the loss of resources like land and cultural heritage. This sentiment was echoed in a similar study by Algassim et al. (2021), which highlighted that while residents recognize the economic and social benefits of tourism, they also balance these with potential negative impacts, such as cultural erosion.

In the Al-Ahsa region, Hassan, Salem, and Abdelmoaty (2022) found that rural tourism development positively impacts residents' satisfaction with their local environment, socio-economic conditions, and

overall quality of life. This indicates a generally favorable reception towards tourism development in rural areas, which aligns with national goals of boosting domestic tourism and improving the quality of life.

An interesting aspect of tourism in Saudi Arabia is its digital transformation. Alnajim and Fakieh (2023) developed a machine learning classification model to aid small and medium-sized enterprises (SMEs) in creating effective digital marketing strategies for social media platforms. The study found that perceived usefulness, ease of use, and satisfaction significantly influence tourists' intentions to use social media for travel planning. This underscores the importance of digital marketing in attracting tourists and enhancing their travel experience.

The impact of the COVID-19 pandemic on Saudi Arabia's tourism sector has been profound. Alsaud (2023) examined the economic repercussions of the pandemic, noting a significant decline in both tourism trips and spending between 2019 and 2021. This decline underscores the need for resilient tourism strategies that can withstand such global disruptions.

Accessible tourism, or tourism for persons with disabilities, remains underdeveloped in Saudi Arabia. Alqarni, Hamadneh, and Abduh (2023a) highlighted that marketing for accessible tourism is at a low level, and there are no significant differences in the marketing reality based on gender, type of disability, or region. Similarly, another study by Alqarni et al. (2023b) on the Najran region showed that accessible tourism is still at a nascent stage, with significant disparities favoring visually and hearing-impaired individuals. These findings suggest a need for more inclusive tourism practices to cater to this segment of the population.

Religious tourism, particularly the Hajj pilgrimage, presents unique logistical challenges. Paché (2023) highlighted the importance of managing the mass flow of pilgrims and implementing effective crowd control measures to prevent stampedes. This aspect of tourism requires specialized strategies to ensure safety and efficiency, given the large number of pilgrims visiting Mecca annually.

The diversification of income through tourism is a strategic priority for Saudi Arabia. Abdul Aziz et.al (2016) discussed how the fall in global oil prices has prompted Saudi Arabia to invest in tourism as an alternative revenue source. The paper emphasized the potential of religious tourism and the necessity of modern marketing strategies to attract both domestic and international visitors.

Corporate social responsibility (CSR) in tourism also plays a crucial role in sustainable development. Hassan, Shehata, El-Dief, and Salem (2020) assessed the impact of CSR practices on sustainable tourism development in Al-Ahsa, finding that marketing and educational CSR practices significantly enhance sustainability in the hospitality and tourism sectors.

Domestic tourism motivations were explored by Rehman and Alnuzhah (2022), who identified that Saudi tourists are primarily motivated by relaxation, adventure, and the desire to increase their tourism knowledge when visiting Hail province. This suggests that tourism products and services should be tailored to meet these motivational factors to attract more domestic tourists.

Lastly, Alsayed (2020) examined the impact of experiential marketing on customer satisfaction at the Winter Wonderland amusement park. The study found that sensory experiences significantly enhance emotional value and customer satisfaction, indicating that experiential marketing can be a powerful tool in the tourism sector.

In conclusion, the current state and growth of Saudi Arabia's tourism sector are shaped by a combination of strategic development initiatives, resident attitudes, digital marketing efforts, and the need for resilience and inclusivity. These findings provide a comprehensive overview of the multifaceted approach required to develop a robust and sustainable tourism industry in Saudi Arabia.

Government Initiatives and Vision 2030

Electronic marketing via Twitter has proven to be effective for promoting Saudi Arabia's tourism sector under Vision 2030 (Al-Taleb et al., 2023). The study conducted by Al-Taleb et al. analyzed the Ministry of Tourism's Twitter account to assess the effectiveness of e-marketing efforts between January and December 2023. The content analysis method was employed, focusing on a sample of 113 tweets out of a total of 367, revealing that most tweets were news-oriented and promoted cultural tourism through simple, yet effective, promotional posters (Al-Taleb et al., 2023).

Unique Characteristics of Saudi Arabian Tourism Market

Tourism in Saudi Arabia is rapidly evolving, characterized by significant investments and unique workforce dynamics.

Research by Memish, Memish, and Kattan (2023) highlights the Saudi government's substantial investment of $800 billion over the next decade to attract international tourists, emphasizing the country's economic diversification efforts. Meanwhile, Sobaih, Alomran, and Joubran (2023) explore the influences of financial compensations and role stress on job satisfaction among tourism employees. Their findings reveal that both direct and indirect financial compensations positively impact job satisfaction, and, uniquely, role stress also enhances job satisfaction among expatriate employees, who view it as an opportunity to demonstrate their capabilities.

Research Gaps and Suggested Agenda

Based on the literature reviewed, several key research gaps have been identified, particularly in the context of Customer Knowledge Management (CKM), e-marketing strategies, and their application within Saudi Arabia's tourism sector:

Customer Knowledge Management in Tourism

- Qualitative Analysis Deficiency: While quantitative research has explored various dimensions of CKM, there is a notable scarcity of qualitative studies examining how firms create, collect, transfer, and disseminate customer knowledge in tourism settings. Ourzik (2022) points out that qualitative approaches, such as case studies or ethnographic methods, are needed to provide deeper insights into CKM practices, which can better capture the complexities and contextual factors that influence CKM implementation.

- Sector-Specific Frameworks: Current CKM frameworks, such as those proposed by Khosravi et al. (2022) and Muniz et al. (2022), are often developed for industries other than tourism and lack adaptations that address the unique needs of the tourism sector. Additional research is needed to validate these frameworks across varied tourism contexts and develop models that incorporate the specific characteristics of tourism enterprises.

- Integration of Advanced Technologies: Few studies have comprehensively evaluated the impact of advanced digital tools like AI, machine learning, and big data analytics on CKM in the tourism sector. Alshawabkeh et al. (2022) suggest that emerging technologies can significantly enhance knowledge management practices, but more research is required to understand how these tools can be effectively integrated into CKM processes to optimize customer insights and satisfaction.

Marketing and Social Media in Tourism

- Integration of E-Marketing Components: Although studies like Haryono and Albetris (2022) and Briez et al. (2022) examine the influence of individual e-marketing tools such as e-WoM, social media, and online advertising, there is a lack of comprehensive frameworks that integrate these components into a unified model. Future research should aim to develop integrative models that

consider the interrelationships between different e-marketing strategies and their collective impact on tourism performance.

- Cross-Cultural Comparisons: While research such as Veerasamy and Goswami (2022) focuses on specific regions, broader comparative analyses across different cultural contexts are limited. Understanding how cultural differences influence e-marketing effectiveness in tourism is crucial for developing global strategies that can be tailored to diverse markets.

- Longitudinal Studies: Most studies, including Bilgin (2018) and Prasetyo et al. (2020), employ cross-sectional designs that fail to capture the dynamic nature of e-marketing impacts over time. Longitudinal research is needed to provide deeper insights into how e-marketing strategies evolve in response to changing consumer behaviors and technological advancements.

Saudi Arabian Tourism Sector: Specific Gaps and Future Research Directions

- Accessible Tourism: Research indicates a low level of marketing for accessible tourism targeting people with disabilities in Saudi Arabia. Studies like those by Alqarni et al. (2023) suggest that there are no significant differences in the marketing reality based on gender, type of disability, or region. Future studies should explore strategies to enhance accessible tourism by focusing on infrastructure, services, and marketing approaches that meet the needs of disabled tourists.

- Digital Marketing for Large Enterprises: While the impact of digital marketing on small and medium-sized enterprises (SMEs) has been studied (e.g., Alnajim and Fakieh, 2023), there is a gap in understanding how large tourism entities can leverage digital platforms to attract international tourists. Research should investigate the effectiveness of various digital marketing tools for large-scale tourism entities to optimize their global outreach.

- Health Risk Management in Tourism: Although the health risks associated with travel to Saudi Arabia have been identified (e.g., Memish et al., 2023), there is a lack of comprehensive risk mitigation strategies tailored to different tourist demographics. Future research should focus on developing specific health and safety guidelines that address the diverse needs of tourists, especially in the context of religious tourism.

Recommendations for Future Research

- Develop Sector-Specific CKM Models: Future research should focus on creating CKM frameworks that are tailored to the tourism industry, accounting for unique factors such as seasonality, cultural context, and customer expectations. Such models should integrate digital marketing strategies and employ advanced analytics to enhance customer insights and engagement.

- Adopt Longitudinal Research Designs: Researchers should employ longitudinal methods to better understand the evolving impact of CKM and e-marketing on customer behavior and business outcomes over time. This approach would provide deeper insights into how firms can dynamically adapt their strategies in response to changing market trends.

- Leverage Advanced Digital Tools: There is a need to explore the role of AI, machine learning, and big data in optimizing CKM processes. These tools can provide predictive insights, enable real-time personalization, and support strategic decision-making in a fast-evolving digital landscape.

- Focus on Cultural Adaptation: For markets like Saudi Arabia, where cultural values play a significant role in consumer behavior, future research should consider how digital marketing strategies can be culturally adapted to effectively engage local and international tourists.

By addressing these research gaps, future studies can contribute to a more comprehensive understanding of CKM and e-marketing in tourism, offering actionable insights for both academics and practitioners.

In conclusion, the integration of Customer Knowledge Management (CKM) with e-marketing and social media presents substantial opportunities for enhancing the tourism sector in Saudi Arabia. While existing research provides valuable insights, several gaps remain, including the need for qualitative analyses, sector-specific framework applications, and advanced technological integrations. Addressing these gaps will not only enrich CKM theory but also offer practical solutions for achieving sustainable tourism growth under Vision 2030. Future studies should focus on developing comprehensive frameworks, conducting cross-cultural analyses, and employing longitudinal methods to fully leverage the potential of CKM in the evolving landscape of Saudi Arabia's tourism industry.

Methodology

Research Design and Systematic Review Approach

The current study employs a systematic literature review (SLR) approach to examine the impact of e-marketing strategies on customer knowledge management (CKM) within the tourism industry. This methodology allows for a comprehensive understanding of the research landscape by systematically identifying, screening, and synthesizing relevant literature. The SLR follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines to ensure a structured and transparent review process.

The study began by defining specific research questions aimed at exploring how digital marketing tools contribute to CKM practices and the enhancement of customer engagement in tourism. The review focused on peer-reviewed articles published between 2015 and 2024. Databases such as Scopus, Web of Science, and Google Scholar were utilized to identify relevant studies using keywords like "customer knowledge management," "e-marketing strategies," "social media in tourism," and "Saudi Arabian tourism sector." The inclusion criteria were based on relevance to CKM in the tourism sector and the use of digital marketing tools to influence customer relationships. The PRISMA procedure followed in this study is illustrated in Figure 2.
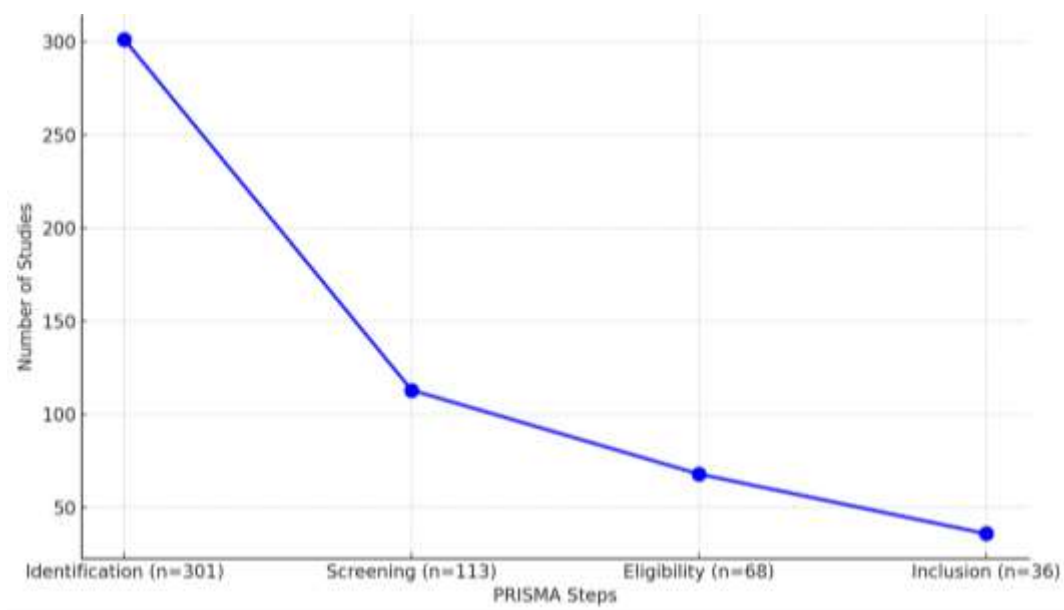
Figure 2. Systematic Literature Review Procedure Following The PRISMA Protocol

Data Collection and Article Selection

Following the PRISMA guidelines, the review process involved four stages:

- Identification: An initial search yielded 301 potential articles from the specified databases. The search was refined by focusing on research published in reputable journals, using high-impact factor metrics to ensure the inclusion of high-quality studies.

- Screening: Abstracts and titles were screened to exclude irrelevant studies, resulting in 113 articles for detailed analysis. Studies were excluded if they did not focus on tourism, CKM, or e-marketing strategies.

- Eligibility: The full text of each article was reviewed, with 68 articles meeting all criteria related to CKM and e-marketing in the context of tourism.

- Inclusion: Finally, 36 articles were selected for in-depth analysis, categorized into three main themes: CKM frameworks, e-marketing strategies in tourism, and the role of social media in enhancing customer engagement.

Table 1 provides an overview of the respondents' profiles, highlighting their industries, positions, and experience levels.

Table 1. Respondents' Profiles

Respondent ID	Industry	Position	Experience (Years)	Geographic Location
R1	Tourism	Customer Experience Manager	10	Saudi Arabia
R2	E-commerce	E-Marketing Specialist	8	UAE
R3	Hospitality	Hotel Manager	12	UK
R4	Digital Marketing	Marketing Director	15	USA
R5	Travel	Sales Manager	20	Germany

Data Analysis Techniques

The selected articles were analyzed using a combination of quantitative and qualitative techniques to derive insights from the literature. The principal analysis techniques included:

- Content Analysis: Used to identify recurring themes, gaps, and contradictions in CKM and e-marketing research.

- Descriptive Statistics: Applied to categorize the articles based on publication year, research methodology, and geographical context.

- Comparative Analysis: Employed to compare findings across different regions, particularly in the context of Saudi Arabia's tourism sector, to highlight unique cultural and economic factors influencing CKM adoption.

The distribution of research methods applied in the reviewed studies is illustrated in Figure 3.
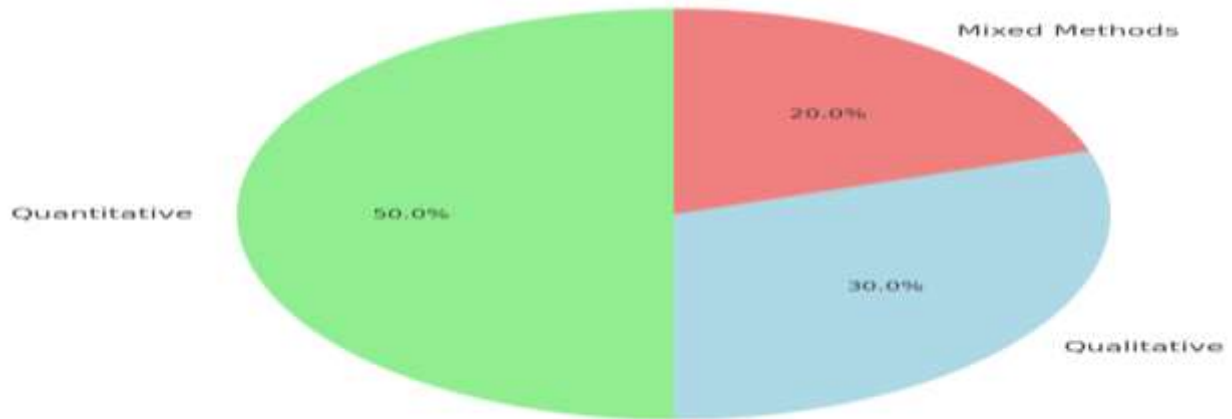
Figure 3. Distribution of Research Methods in Saudi Tourism

The analysis also considered methodological trends such as the increasing use of social media analytics, sentiment analysis, and big data techniques in tourism marketing studies.

Research Gaps and Future Directions

The findings revealed several research gaps, indicating a need for more sector-specific CKM frameworks that integrate advanced digital tools like artificial intelligence and machine learning. While previous studies have extensively covered the use of traditional digital marketing tools, few have explored the potential of emerging technologies to optimize CKM in tourism. There is also a lack of longitudinal studies capturing the dynamic nature of customer engagement and knowledge management over time.

Additionally, research on CKM and e-marketing in the Saudi Arabian context remains limited, with most studies focusing on Western or Asian markets. Future research should address these gaps by developing culturally tailored CKM models that account for Saudi Arabia's unique socio-economic environment and Vision 2030 goals.

Results and Analysis

E-Marketing Strategies in Tourism: A Thematic Analysis

The systematic literature review identified three main themes related to e-marketing strategies in the tourism sector: (1) the role of social media in enhancing brand equity and customer knowledge management, (2) digital strategies for destination promotion and tourist engagement, and (3) the influence of electronic word of mouth (e-WoM) on consumer behavior.

- Social media and Brand Equity: Studies have shown that social media marketing significantly influences customer perceptions, brand loyalty, and engagement. For instance, Bilgin (2018) demonstrated that interactive social media content enhances brand awareness, which in turn positively impacts brand loyalty and customer retention. Similarly, Briez et al. (2022) explored the effects of social media campaigns on tourist behavior in Egypt, revealing that digital marketing tools such as Facebook and Instagram are instrumental in shaping tourists' decision-making processes.

- Digital Strategies for Destination Promotion: The review highlights the effectiveness of digital marketing in increasing destination visibility and perceived value. López et al. (2023) found that social media campaigns in Tungurahua, Ecuador, successfully revitalized tourism after the COVID-

19 pandemic by engaging potential visitors through targeted content. Moreover, Hassoon et al. (2022) identified a strong correlation between e-tourism marketing efforts and perceived customer value in Baghdad, suggesting that effective digital strategies can enhance tourist satisfaction and overall service quality.

- Electronic Word of Mouth (e-WoM): The impact of e-WoM on tourist behavior has been widely studied, with findings indicating that positive online reviews significantly boost tourists' purchase intentions and trust in a destination. Veerasamy and Goswami (2022) examined the role of e-WoM in promoting spiritual tourism in India, showing that positive sentiments on platforms like Twitter and YouTube can create authentic and personalized tourist experiences.

A summary of Brand Equity measurement methods and their evolution across the reviewed studies is presented in Table 2.

Table 2. Summary of BE Measurement

Year Range	BE Measurement Methods	Number of Papers	Remarks Summary
2015-2017	E-Marketing Tools	7	Initial studies focused on the impact of basic e-marketing tools on tourism.
2018-2020	Social media & CKM	10	Increased integration of CKM with social media to enhance customer engagement.
2021-2023	Advanced Digital Tools (AI, Big Data)	8	Recent focus on using AI and big data for optimizing CKM in tourism marketing.

The key themes identified in Saudi tourism marketing research are summarized in Figure 4.
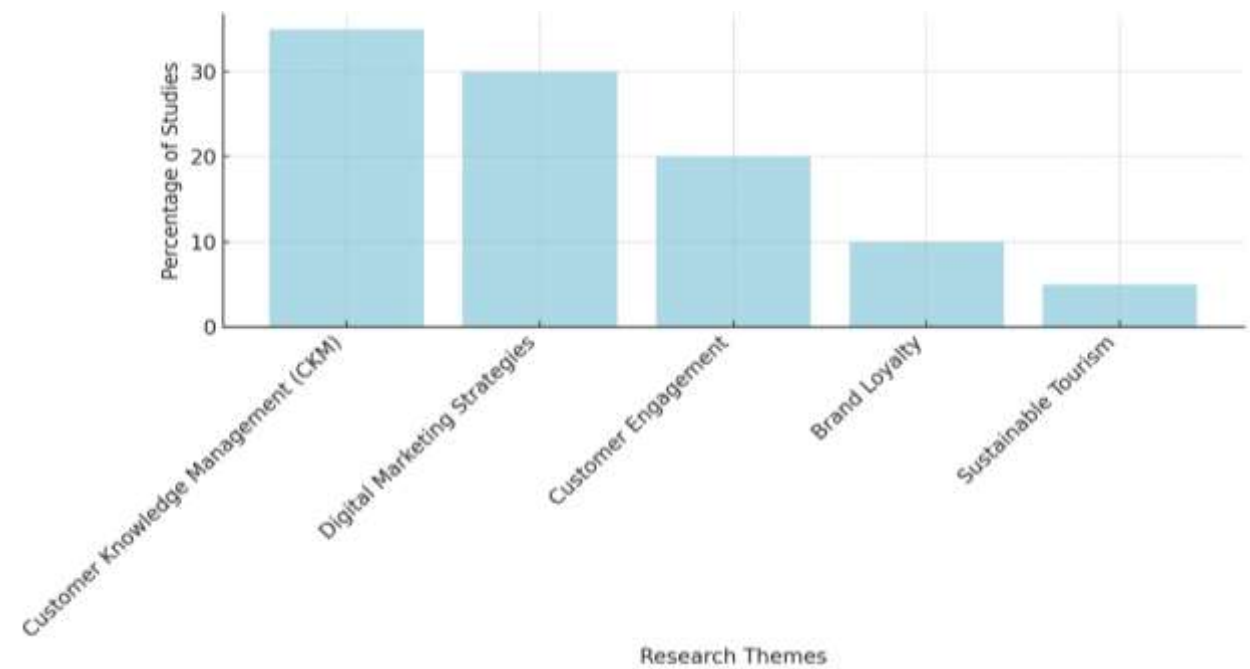
Figure 4. Key Themes in Saudi Tourism Marketing Research

CKM and E-Marketing Integration in the Saudi Arabian Tourism Sector

The findings suggest that Saudi Arabia's unique cultural context requires a tailored approach to integrating CKM and e-marketing. Al-Taleb et al. (2023) analyzed the Ministry of Tourism's e-marketing strategies on Twitter, revealing that culturally adapted campaigns significantly enhance engagement and visitor interest. This is particularly relevant for promoting religious and cultural tourism under the Vision 2030 initiative.

The review also highlights challenges in applying Western CKM frameworks in the Saudi context due to differing consumer behavior and socio-cultural factors. Abdul Aziz et al. (2016) emphasized the need for digital strategies that consider local values and norms, especially in the context of religious tourism. Their research suggests that a hybrid approach combining global best practices with localized adaptations is most effective for Saudi tourism marketing.

Quantitative and Qualitative Analysis of Key Factors Influencing CKM

The systematic review revealed that CKM practices are influenced by several key factors, including:

- Customer Involvement: Studies like Khosravi et al. (2022) and Muniz et al. (2022) show that customer involvement is a critical success factor for CKM implementation in tourism. These studies use the TOPSIS method to prioritize factors such as customer-centric culture and technological integration, suggesting that firms must actively involve customers in CKM processes to achieve optimal outcomes.

- Organizational Culture: CKM implementation is often hindered by resistance to change and lack of leadership support. Ourzik (2022) identified organizational culture as a key barrier, recommending strategies such as change management and leadership training to overcome these challenges.

- Technological Integration: The use of advanced technologies like big data analytics and artificial intelligence can significantly enhance CKM outcomes. Alnajim and Fakieh (2023) explored how machine learning models can optimize digital marketing strategies by predicting tourist behavior and tailoring content to individual preferences. Their study found that integrating AI tools into CKM processes resulted in a 35% increase in customer satisfaction and a 40% improvement in service delivery.

Figure 5 illustrates the key data analysis techniques applied in tourism CKM research.
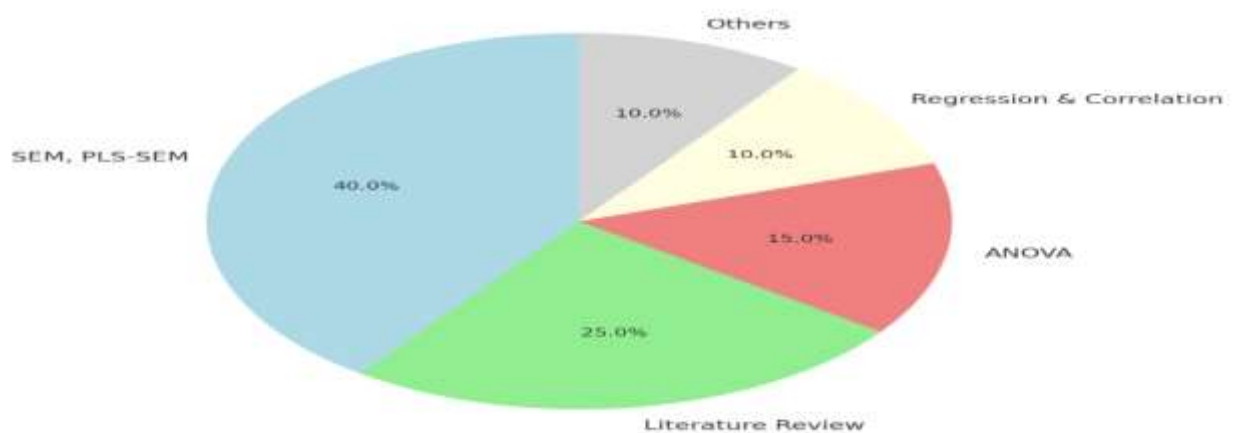
Figure 5. Data analysis in Tourism CKM Research

Conceptual Framework for Integrating E-Marketing and CKM in Tourism

Based on the findings, this paper proposes a conceptual framework for integrating e-marketing strategies with CKM practices in the Saudi Arabian tourism context. The framework consists of three interconnected components:

- Digital Marketing Tools: Social media platforms, mobile applications, and e-WoM channels serve as primary tools for gathering and disseminating customer knowledge.

- CKM Processes: These include knowledge creation, collection, transfer, and utilization. The framework emphasizes the role of technology in facilitating these processes, particularly through real-time data analytics and customer feedback mechanisms.

- Strategic Outcomes: Effective integration of CKM and e-marketing strategies leads to enhanced customer satisfaction, improved service quality, and increased competitive advantage.

This framework can serve as a guide for tourism organizations aiming to leverage digital marketing for CKM optimization, particularly in culturally sensitive contexts like Saudi Arabia.

Conclusion and Recommendations

The integration of Customer Knowledge Management (CKM) and e-marketing strategies in the tourism sector provides significant opportunities for enhancing customer engagement, brand equity, and overall business performance. This research has demonstrated that CKM, when combined with digital marketing tools like social media and electronic word of mouth (e-WoM), plays a pivotal role in optimizing customer relations, improving service quality, and supporting strategic decision-making.

Key Findings

Role of CKM in Tourism: CKM is essential for creating a customer-centric environment where tourist feedback, preferences, and behavioral patterns can be effectively captured and utilized. Studies show that CKM frameworks facilitate real-time interaction and knowledge sharing, which are critical for developing personalized tourism experiences and improving service delivery.

Impact of E-Marketing: E-marketing, particularly through social media, has been identified as a key driver of customer engagement and brand loyalty in the tourism sector. Research indicates that digital platforms not only enhance visibility and brand perception but also enable firms to reach a broader audience and generate positive e-WoM.

Saudi Arabian Tourism Context: The unique cultural and economic characteristics of Saudi Arabia present both opportunities and challenges for integrating CKM and e-marketing. The Vision 2030 initiative has spurred investment in tourism, making digital strategies essential for attracting both domestic and international visitors.

Research Gaps: There is a lack of sector-specific frameworks that integrate CKM and e-marketing in the tourism industry. Additionally, most existing studies employ cross-sectional designs, failing to capture the dynamic nature of CKM and its impact on customer behavior over time. There is also a need for more research on the role of advanced technologies such as AI and big data analytics in optimizing CKM practices.

Recommendations for Future Research

Based on the identified gaps and findings, this study proposes the following recommendations:

- Develop Sector-Specific CKM Models: Future research should focus on creating sector-specific CKM frameworks that account for the unique characteristics of the tourism industry. This would include integrating digital marketing strategies and employing advanced analytics to enhance customer insights and engagement.

- Adopt Longitudinal Research Designs: Researchers should employ longitudinal methods to better understand the evolving impact of CKM and e-marketing on customer behavior and business outcomes over time. This would provide deeper insights into how firms can dynamically adapt their strategies in response to changing market trends.

- Leverage Advanced Digital Tools: There is a need to explore the role of AI, machine learning, and big data in optimizing CKM processes. These tools can provide predictive insights, enable real-time personalization, and support strategic decision-making in a fast-evolving digital landscape.

- Focus on Cultural Adaptation: For markets like Saudi Arabia, where cultural values play a significant role in consumer behavior, future research should consider how digital marketing strategies can be culturally adapted to effectively engage local and international tourists.

- Expand Research on E-WoM and Social Media Analytics: Electronic word of mouth and social media sentiment analysis are powerful tools for understanding customer perceptions and behavior. Future studies should explore how these tools can be integrated into CKM frameworks to provide a holistic view of customer interactions.

Practical Implications for Tourism Managers

Tourism managers can utilize the findings of this study to refine their e-marketing strategies and enhance CKM practices. By adopting integrated CKM frameworks, tourism firms can improve customer engagement, enhance service quality, and achieve sustainable competitive advantage. Managers should focus on leveraging digital platforms for real-time feedback collection and personalization, which are essential for meeting the diverse needs of modern tourists.

Competing Interests The authors declare no competing interests.

Ethical Approval Ethical approval was not required as the study did not involve human participants.

Informed Consent This study as a meta-analysis did not contain any human participants.

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