

REVIEWER'S REPORT

Manuscript No.: **JNBMS-055**

Title: FROM DATA TO PERSONALIZATION: DATA-DRIVEN MARKETING IN THE DIGITAL ERA – A LITERATURE REVIEW OF OPPORTUNITIES, CHALLENGES AND CUSTOMER OUTCOMES

Recommendation:

Accept as it is

Accept after minor revision.....

Accept after major revision

Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality			✓	
Clarity		✓		
Significance		✓		

Reviewer's ID: JPR- 002

Detailed Reviewer's Report

The manuscript titled “From Data to Personalization: Data-Driven Marketing in the Digital Era – A Literature Review of Opportunities, Challenges and Customer Outcomes” addresses a highly relevant and contemporary topic concerning the growing role of data-driven marketing, personalization, artificial intelligence, marketing analytics, consumer perception, customer experience, customer satisfaction, and customer retention in the digital era. The manuscript provides a reasonably structured review of the existing literature and identifies major themes including data-driven marketing and marketing analytics, data-driven personalization, consumer perception and customer experience, customer satisfaction and retention, and privacy, ethics, and associated challenges. The study is particularly relevant because it recognizes that the benefits of personalization depend not only on technological capabilities but also on consumer trust, transparency, privacy, and responsible use of customer information. The literature review incorporates a range of established and recent studies and provides a useful discussion of how customer data can support segmentation, targeting, personalized recommendations, customer engagement, and marketing decision-making. The manuscript also makes a useful attempt to connect consumer perception with customer retention through a conceptual framework, highlighting perceived relevance, perceived usefulness, trust, transparency, and privacy concerns as important dimensions. The systematic review methodology is appropriately stated, with searches reportedly conducted through databases such as Scopus, Web of Science, ScienceDirect, Springer, Emerald, Wiley, Taylor & Francis, and Google

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Scholar, and the literature is organized through thematic analysis. However, the methodological section requires greater transparency and precision, particularly regarding the exact search period, number of records initially identified, duplicate removal, screening stages, eligibility assessment, and the final number of studies included; the manuscript itself indicates that the final number of 58 studies should be supported by actual search, screening, and eligibility records. The literature review would also benefit from stronger critical synthesis rather than primarily describing individual studies, with clearer comparison of contradictory findings, theoretical perspectives, research methodologies, and contextual differences. Some sections contain repetitive statements and could be consolidated to improve conciseness and academic flow. There are also several grammatical, punctuation, spacing, citation-formatting, and typographical issues that require careful language editing; for example, some sentences are joined without appropriate spaces and several references and author names are inconsistently presented. The reference list should be carefully checked for consistency with the prescribed referencing style, completeness, accuracy of bibliographic details, and correspondence between in-text citations and references. The manuscript's discussion of privacy, ethics, transparency, algorithmic concerns, and responsible AI is valuable and should be developed further because these issues are central to the long-term effectiveness of data-driven personalization. The conclusion appropriately emphasizes that data-driven marketing can enhance customer experience and retention when personalization is relevant, useful, transparent, and trustworthy, while excessive or intrusive personalization may negatively affect consumer trust. The proposed future research directions, particularly empirical, longitudinal, mixed-method, behavioural, and comparative studies in Indian and emerging-market contexts, are appropriate and provide scope for extending the present review. Overall, the manuscript has good topical relevance, adequate literature coverage, and potential academic significance, but it requires revision to strengthen methodological rigor, improve critical analysis and synthesis, remove repetition, correct language and formatting issues, verify references, and provide clearer evidence supporting the systematic review process. Subject to these revisions, the manuscript can make a useful contribution to the literature on data-driven marketing and customer outcomes. **Recommendation: Minor Revision.**