"BREAKING BARRIERS: UNRAVELLING THE CHALLENGES HINDERING AI ADOPTION IN MARKETING ACROSS DIFFERENT INDUSTRIES IN THE UNITED STATES."

by

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ABSTRACT

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Abstract

In today's world, artificial intelligence is utilized across various industries to replicate human intelligence traits such as learning, problem-solving, and planning. In marketing, AI is key in aiding decision-making processes and involving customers more personally. The range of AI technologies applicable to marketing is extensive and can be categorized as machine learning algorithms, natural language processing (NLP), and recommendation engines. These technologies enable the collection, analysis, and prediction of consumer behaviour on unprecedented accuracy and scale, allowing for targeted and customized content. This study aims to explore how AI can be effectively employed in different aspects of the marketing landscape and evaluate the extent of its adoption and potential barriers in various industries in the United States. The study employed mixed methods, including surveys and interviews with CMOs and AI thought leaders. The online survey had 100 participants of both genders, while 10-15 semi-structured interviews were conducted. Survey data was analysed using quantitative analysis with SPSS, and open-ended questions were analysed through thematic analysis. The study highlighted the status of AI implementation in marketing and identified factors likely to impact organizations' ability to

leverage the value of AI. Key emerging issues include data integration, a need for more skilled personnel, and work culture, commonly encountered during AI implementation in digital transformation. "Content Generation" emerged as the marketing area where firms anticipate AI to have the greatest influence in the next year, according to more than one-third of the survey respondents. There is also concern about potential job loss due to AI, with 23.6% of the workforce expressing worry about the future of their employment. Overcoming the barriers will require honest discussions about how AI can enhance, rather than replace, human abilities. Presently, more than 80% of the companies are NOT driving AI as an Agenda. They are on Wait and Watch and are apprehensive due to barriers on the path. The study concluded that AI tools can be used across organizations to improve client experiences and overall marketing outcomes, providing companies with a competitive edge in the market. By prioritizing internal opportunities and addressing ethical concerns, companies can leverage the positive effects of implementing AI systems to achieve organizational goals. However the path is not easily achievable and needs a rigorous change management agenda

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Section 1 – Introduction

1.1 Artificial Intelligence in Marketing

Artificial Intelligence (AI) is widely catching up and starting to dominate every single field. Marketing is no exception. AI is used to make sure decisions are taken on time and in the right manner to make businesses more efficient and effective. AI technologies range from simple content generation to complex Machine learning algorithms. Consumer psyche is very complex and it's important we understand the right time to connect, offer and close deals. AI engines and Algorithms play a critical role in these.

Although AI as a topic has been under discussion and development for several years now, the advent of ChatGPT in November 2022 shifted a common man's view of AI and all the businesses caught up to it at a speed never imagined before. Longoni et al (2019) specifically mention about the latest techniques like Predictive Analytics and Real-time personalization to be the most effective of all the developments lately.

Artificial intelligence involves complex technologies. At a very high level, they involve extremely large amounts of data and sophisticated computer systems to learn from the data. AI models/tools/applications are trained on voluminous data (for instance, ChatGPT was trained on 570 GB of text data, including web pages, books, and other sources). These systems then learn from the data itself, without any explicit programming or instruction, to make intelligent predictions - just like I asked ChatGPT to write a poem, and it did instantly.

AI is not just another technological innovation or an incremental change - it's a paradigm shift for businesses, economies, and the larger society. It's like the telephone or the Internet. AI creates new realms, opens doors for infinite possibilities, and permanently changes the way we look at technological potential. If an AI-powered chatbot can carry out intelligent conversations with

customers, why not use AI for all customer interaction across the board? If AI can write codes, why hire and train software developers? And if AI can write content, why not fulfil all content needs (from newsletters to social media campaigns) using AI applications? Firms across industries are faced with long-term strategic questions, compelling them to adapt and plan for a future they never thought of dealing with even a couple of years ago.

Personalization of customer experiences came after predictive analytics, which is the next big thing in retail. AI technologies, including NLP and recommendation engines, allow marketers to send customized messages and suggestions to customers in a large volume. These technologies, which consider consumer data, allow the providers to tailor marketing messages so they are relevant to each consumer, thereby satisfying customers and increasing loyalty (Luo et al., 2019).

Today, AI has evolved from a tool for automation or analytics to a vital ingredient in your strategic marketing planning. It plays a crucial role in managing and improving customer relationships by providing time-bound and well-targeted insights. Marketing departments now have an opportunity to act before the consumer's needs arise and make sure their strategies match the client's expectations as well as their preferences (Libai et al., 2020). Recurrent neural networks (RNNs), a particular AI structure, have also been created to ensure the accuracy and stability of predictions in dynamic environments. This is the most important in the volatile fields where market trends and consumer behaviour are analyzed (Mandic and Chambers, 2020). AI development will lead to marketing influence expanding to a more profound and broader level, creating the possibility of having a more fundamental and personalized connection with customers. The future of AI in marketing looks boundless and almost unlimited. The technologies we have today are just a drop in the ocean. AI integration in marketing strategies is just the beginning, and they will change the game and offer capabilities never seen before in customer engagement and campaign management.

1.2 AI in Marketing – Current State

AI has revolutionized the field of marketing by enhancing data analysis and automating customer interactions. Its impact is evident in customer segmentation, campaign management, customer service, and content production. AI-powered customer segmentation utilizes complex algorithms to analyse consumer data, enabling marketers to identify distinct consumer groups based on their actions and preferences. This leads to highly targeted advertising campaigns that align with customer needs and enhance engagement. In terms of campaign management, AI capabilities identify demand and optimize resource allocation to channels and campaigns with the highest return on investment (ROI). AI systems continuously learn from running campaigns to optimize ROI. For customer service, AI plays a key role in providing 24/7 support and resolving queries through smart assistants and chatbots, thus improving customer satisfaction and loyalty. These AI systems can handle a wide range of customer questions and requests with minimal human intervention. AI-powered content generation produces personalized messages based on user behaviour, which boosts user engagement and conversions. This enables marketers to maintain relevant correspondence while focusing on strategic tasks. The development of AI in marketing is supported by rapid technological progress, including the application of machine learning algorithms for real-time data processing and analysis. Furthermore, cloud computing plays a vital role in data storage and processing, enabling companies of all sizes to utilize AI technologies. Additionally, natural language processing (NLP) methods are crucial for the development of chatbots and content generation tools, allowing them to produce engaging and contextually relevant content.

1.3 How is AI transforming the Marketing landscape

AI has transformed the marketing field by improving data analysis and automating customer interactions. Its impact can be seen in customer segmentation, campaign management, customer service, and content production. AI-powered customer segmentation uses complex algorithms to analyse consumer data. Marketers can identify distinct consumer groups based on their actions and preferences, leading to highly targeted advertising campaigns that align with customer needs and enhance engagement. In terms of campaign management, AI capabilities identify demand and optimize resource allocation to channels and campaigns with the highest return on investment (ROI). AI systems continuously learn from running campaigns to optimize ROI. For customer service, AI plays a key role in providing 24/7 support and resolving queries through smart assistants and chatbots, improving customer satisfaction and loyalty. These AI systems can handle a wide range of customer questions and requests with minimal human intervention. AI-powered content generation produces personalized messages based on user behaviour, boosting user engagement and conversions. This enables marketers to maintain relevant correspondence while focusing on strategic tasks. The development of AI in marketing is supported by rapid technological progress, including the application of machine learning algorithms for real-time data processing and analysis. Furthermore, cloud computing plays a vital role in data storage and processing, enabling companies of all sizes to utilize AI technologies. Additionally, natural language processing (NLP) methods are crucial for the development of chatbots and content generation tools, allowing them to produce engaging and contextually relevant content.

1.4 Criticality of AI in the Marketing landscape

The role of Artificial Intelligence (AI) in marketing has significantly transformed marketing procedures, increasing productivity and efficiency. AI's automation of routine tasks reduces errors and gives marketers more time to focus on strategy. The advancement in AI analytics platforms

allows for quick and large-scale data processing, enabling marketers to respond immediately to changes in consumer behaviour and market conditions (Gartner, 2019). This not only speeds up decision-making but also enhances marketing operations' agility and overall resource utilization.

AI has demonstrated its ability to deliver personalized customer experiences, which is vital for effective consumer engagement. By analysing various customer touchpoints, AI identifies behavioural patterns and preferences, allowing marketers to tailor their offerings to individual customer needs (Kaplan and Haenlein, 2019). This level of personalization significantly boosts customer engagement by providing accurate and relevant targeting, leading to a more profound impact. For example, AI-powered recommendation systems used by major online retailers analyse users' past shopping behaviour, anticipated needs, and real-time browsing to improve the overall shopping experience and customer satisfaction.

AI's contribution to the collection and analysis of big data is crucial for informed decision-making in marketing. Its ability to quickly analyze large datasets provides insights that traditional methods may not reveal (McAdam, Miller, and McSorley, 2019). These insights include consumer trends, sentiment analysis, and predictive analytics, which help marketing teams create effective strategies. AI's capacity to interpret extensive data empowers marketers to predict trends, monitor customer sentiments, and make strategic decisions that are responsive to current and future consumer needs.

Furthermore, AI's role in marketing extends beyond operational efficiency and personalization. It also plays a crucial role in strategic alignment, as proposed by the contingency theory of quality management (McAdam, Miller, and McSorley, 2019). According to this theory, marketing success depends on the alignment between marketing strategies, company capabilities, and the marketing environment. AI greatly assists in this alignment through its predictive and analytical capabilities (Digital Government Factsheet, 2019; Gabriel, 2019).

1.5 Why is it Challenging for Organizations to Adopt AI

The integration of AI in business and management is accompanied by various technical, organizational, and economic challenges that could hinder its effectiveness. Many challenges are important, but the most critical ones differ for different organizations and sectors. One of the major technical problems is the complexity of integrating AI systems with existing IT infrastructure. Such changes usually entail significant alterations in the existing platforms, which can be expensive and require much effort. Additionally, AI systems heavily depend on reliable infrastructures to perform efficiently. Data availability and quality are the main factors determining the success of AI applications, as they help train machine learning algorithms. Poor quality data may lead to incorrect outcomes and limit the efficiency of AI solutions. It is essential to maintain strong data management practices for machine learning algorithms, which are essential for many AI applications (Azeem et al., 2019). Within organizations, there are various obstacles to adopting and successfully implementing AI. Employees' resistance to change is a major impediment, as many fear becoming redundant and losing their jobs due to AI technologies. This scepticism towards AI is amplified by the scarcity of skilled human capital familiar with AI and machine learning technologies, affecting the development and management of AI projects.

Additionally, an organization's culture can be a barrier if it does not embrace technological changes (Montenegro et al., 2019). The economic factors of AI adoption include initial investment costs for implementing AI and recurring spending for AI systems maintenance and upgrading. These costs can be especially high for small to medium-sized enterprises (SMEs). The return on investment (ROI) rate is also significant, as companies must justify the expenditure by demonstrating benefits such as improved efficiency or better decision-making abilities (Calatayud et al., 2019). In supply chain management, AI offers opportunities but also introduces new risks. While AI can reduce supply chain risks, it also introduces a dependency on complex algorithms, limiting the understanding and making such systems more fragile (Baryannis et al., 2019).

1.6 Review of Literature and Industry Practices

The field of AI in marketing covers a broad range of topics, with substantial contributions from both academic research and industry expertise. From an academic perspective, AI's role in marketing is mainly viewed through the lenses of enhancing customer service and operational efficiency. Blanche, Casaló, and Flavián (2020) highlight that AI technology has the potential to transform customer-facing roles, particularly in the tourism and hospitality sectors, with robots at the forefront, enhancing service quality while also reducing costs. Similarly, Christofi, Vrontis, and Cadogan (2021) underscore the strategic advantage that AI offers to multinational enterprises (MNEs), inspiring innovative and flexible business practices.

The ethical implications of AI applications in services have been widely debated. Belk (2020) argues that service robots and AI raise ethical concerns, such as privacy issues and the risk of depersonalizing service interactions. These ethical considerations play a crucial role in the decision-making process regarding adopting AI technologies in the consumer market.

Academic research on AI in marketing and industry reports focuses on its practical application and effectiveness. Findings from these studies often demonstrate that AI can analyse consumer data more effectively, leading to improved market segmentation, targeting, and positioning strategies. This capability provides marketers with a broader canvas for developing more targeted strategies and engaging with consumers in a more personalized manner.

Expert opinions on AI in marketing contribute another dimension to our understanding, offering insights into future trends and changes in the industry. Many leading figures in AI marketing technology advocate for the judicious adoption of AI, advocating for a combination of human and machine capabilities rather than seeking to replicate human behaviour. According to experts, AI will increasingly play a significant role in marketing strategies, primarily in data-driven decision-

making and gathering consumer insights. Some scholars stress the irreplaceable role of humans in customer interactions, proposing that the human touch remains a crucial element, reassuring us about the future of AI in marketing (Comerio & Strozzi, 2019).

Looking to the future of AI in marketing, there is a growing focus on the ethical implementation of AI, prioritizing consumer privacy and trust. The continued advancement of AI is anticipated, with researchers likely to concentrate on developing systems that can perform complex tasks while upholding ethical standards (Davenport et al., 2020). This involves AI systems that can recognize human emotions and cultural nuances, thereby enhancing the effectiveness of global marketing strategies. Furthermore, the call for the development of a new consumer culture theory integrating AI's impact on consumer behaviours and market dynamics has been emphasized by Belk and Sobh (2019). These theoretical advances aim to understand better how AI reshapes consumer culture and influences marketing practices.

1.7 Regulatory and Ethical Considerations

According to L. Ma and B. Sun (2020), AI reshapes brand and customer relationships. The acceptance of this technology will depend on the website and the business. It allows marketers to focus more on customers to understand their needs and deliver them in real-time. AI can be incorporated into all aspects of marketing, such as lead generation, qualification, content creation, telesales, customer conversations, emails, natural language processing, recommendation engines, and analytics. Although in the future, as N. et al. (2022) stated, artificial intelligence can significantly impact marketing business and customer behaviour, Davenport and Ronanki (2018) demonstrate that many factors may hinder AI initiatives, such as integration problems and talent shortage. Zhang & Song (2023) also point out that low-performing firms tend to consider it easier, cheaper, and quicker to use Artificial Intelligence rather than Big Data analysis to manage Marketing Orientation.

This research aims to identify and analyse the barriers that the marketing vertical faces across various sectors in the United States and their implications. It intends to conduct a detailed investigation into the multiple hurdles that arise when implementing AI into marketing strategy design, considering complexities specific to different industries. The study will focus on AI technologies' obstacles in enhancing customer engagement, streamlining operations, and devising strategies in diverse sectors.

The ethical use of AI is a crucial issue that must be addressed. AI creation and implementation must align with societal values. Ethical AI use involves ensuring fairness, transparency, accountability, and preventing bias. Grewal et al. (2020) discuss the ethical considerations of using technology in marketing. They emphasize the need for transparent use of AI to avoid perpetuating existing biases or creating new ones. Ethical implementation of artificial intelligence extends beyond its capabilities to its societal effects, including its impact on employment and social inequality. AI devices must partially replace human labour and consider the implications for human livelihoods. Instead, they should be designed to assist and streamline human labour. Furrer et al. (2020) highlight the importance of this principle, especially in service sectors where personal relationships play a significant role in service delivery.

Furthermore, it is crucial to introduce high-level systems that can explain and justify AI decisions. Transparency is vital for establishing trust in AI systems and holding them accountable, particularly in high-stakes decisions in healthcare and the criminal justice system. Hart, Lee, and Cheung (2020) also note the emergence of consumer demand for agility and sustainability in response to broader societal values, requiring brands to align AI technology with sustainable practices and social values.

Artificial Intelligence (AI) is revolutionizing various marketing functions with innovative tools and solutions that enhance efficiency, deliver personalized experiences, and aid in decision-making for senior leadership across organizations. Overgoor et al. (2019) emphasize that AI is useful in a

wide range of applications, from automated vehicles to providing customer service responses, while Davenport & Ronanki (2018) add that AI can fulfil three critical business needs: automating business processes, gaining insights through data analysis, and engaging with customers and employees.

According to L Ma and B Sun (2020), AI is reshaping the interaction between brands and customers, with its adoption depending on the website and the business. It enables marketers to focus more on understanding customer needs and delivering real-time solutions. AI can be integrated into all areas of marketing, including lead generation, qualification, content creation, telesales, customer conversations, emails, natural language processing, recommendation engines, and analytics. However, as N et al. (2022) mention, AI can significantly impact future marketing business and customer behaviour. However, Davenport and Ronanki (2018) demonstrate that several factors, such as integration problems and talent shortages, may hinder AI initiatives. Additionally, Zhang & Song (2023) note that low-performing firms often view using Artificial Intelligence as easier, cheaper, and quicker than utilizing Big Data analysis to manage Marketing Orientation.

This research aims to identify and analyse the barriers that the marketing sector faces across various industries in the United States and their implications. It seeks to investigate the challenges encountered when implementing AI into marketing strategy design, considering specific complexities in different industries. The study will focus on AI technologies' obstacles in enhancing customer engagement, streamlining operations, and developing strategies across diverse sectors.

Section 2 – Problem Statement for the Research

While customer needs and wants are ever-evolving, Marketing as a vertical must evolve simultaneously. Usage and incorporation of Artificial Intelligence (AI) is not just a trend; it is necessary to stay competitive. Overgroor et al (2019), discusses that although many firms want to take advantage of AI to improve marketing, they lack a process by which to execute a Marketing AI project. They also add that for Marketing AI to be truly successful, managers need to be better equipped to understand how to implement a Marketing AI solution. This is also supported by Dwivedi et al (2020), where they have identified 15 different barriers that could occur during the implementation of new technologies. However, the most important barriers identified were a lack of a digital strategy in combination with a scarcity of resources.

On the softer aspects of AI implementation on customer facing interactions like automated calls and chatbots, Thompkins et al (2022), talk about how current AI marketing agents are often perceived as cold and uncaring and can be poor substitutes for human-based interactions and the importance of artificial empathy to become an important design consideration in the next generation of AI marketing applications.

In their Systematic literature review, Mariani et al (2022), speak about how marketing automation exploits both active and passive means of learning about potential buyers. Active approaches involve directly asking questions, and passive approaches involve utilizing information on past transactions or clickstream data. But as many firms want to take advantage of AI to improve marketing, they lack a process by which to execute a Marketing AI project. For Marketing AI to be truly successful, managers need to be better equipped to understand how to implement a Marketing AI solution. As businesses grow, their marketing needs evolve. There needs to be more clarity about the Scalability and the ability to customize AI solutions to suit specific requirements. Understanding the roadblocks to adopting AI tools allows businesses to make informed decisions about technology investments by allocating resources efficiently and prioritizing areas of attention.

2.1 Hypotheses – Barriers to AI Adoption

These and many others will be tested to identify the critical ones.

- Lack of Awareness of available tools and solutions and their benefits
- Apprehension about this new beast. Management will hesitate to invest in something they need help understanding.
- Complexity and Cost in implementation and integration to existing systems and infrastructure
- In marketing, there needs to be more concern about AI taking over tasks traditionally handled by employees, such as content creation, customer interactions, and lead qualification.
- How one measures the return on investment (ROI) for AI implementations in marketing, such as improved customer engagement, personalized experiences, and data-driven decision-making, is only sometimes easily quantifiable.
- Data privacy, ethical considerations, and any legal implications of using AI in Marketing cause fear and uncertainty.

2.2 Objectives of the Study

In this research, we will explore key sections of the marketing landscape where AI can be effectively employed and assess the extent of their adoption and potential barriers in several industries in the United States. The following objectives will provide a structured approach to thoroughly investigate the impact and potential barriers of AI adoption within the marketing landscape across various industries in the United States. Aim of this research will be to

1. To Assess the Extent of AI Adoption in Marketing
2. To Identify Barriers to AI Adoption in Marketing

3. To Provide Recommendations for Successful AI Adoption in Marketing

2.3 Thesis Structure

The thesis comprises five chapters covering different aspects of AI integration in marketing. The framework aims to establish a solid foundation for the integrated approach of AI's objectives, scope, challenges, and benefits within marketing strategies across various regional industries.

Section 1: Introduction

This chapter provides an overview of AI in marketing, tracing its evolution and current applications, identifying the research problem, explaining the study's rationale, outlining the research's specific aims, and highlighting its significance and importance.

Section 2: Literature Review

Chapter Two reviews academic and industry perspectives on AI in marketing. It discusses theoretical frameworks and models relevant to AI integration in marketing, explores previous studies on technology adoption barriers, and assesses the impacts of AI on marketing efficiency, customer engagement, and strategic decision-making.

Section 3: Methodology

Chapter three presents detailed information about the research design, including whether it is qualitative, quantitative, or mixed methods. It provides details of the data collection methods, such as surveys, interviews, or case studies, while explaining the sampling techniques, criteria for selecting participants, and analytical procedures used to test hypotheses and analyse data.

Section 4: Results and Discussion

This chapter presents the findings from the data collected regarding the extent of AI adoption and the barriers encountered. It analyses the results in the context of the reviewed literature and theoretical frameworks.

Section 5: Conclusions and Recommendations

Chapter five summarizes the key findings and their implications for marketers and industry leaders. It also discusses the study's limitations and provides suggestions for future research. It also provides detailed recommendations for overcoming identified barriers to AI adoption and strategies for successfully implementing and integrating AI into marketing practices.

Section 3 – Literature Review

3.1 Overview

The modern marketing industry is facing a challenge due to heavy reliance on data, automation, and artificial intelligence, which undermines trust in human intuition. This approach has led to significant market outcome changes, as Kumar et al. (2019) and Paschen et al. (2019) noted. Instead of being hailed as a source of progress, technology is seen as a disruptor that has introduced new marketing tools and devices driven by intrusive algorithms and artificial intelligence, deviating from traditional marketing practices (Siau, 2017; Wirth, 2018). Some researchers have warned that technology may lead people to exhibit artificial closeness for marketing purposes, thus manipulating consumer perceptions (Kumar et al., 2019, p. 137)

In today's fast-paced world, AI technology is expected to speed up the development process, adapt to the unpredictable business environment, and deliver tailored communication and solutions to meet stakeholders' needs (Epstein, 2018). It is as if a knowledgeable CEO of a marketing think tank has devised an otherworldly plan, and to impress and captivate the masses, they have revamped the traditional marketing mix with a futuristic twist on a brand-new framework (Roetzer, 2017).

The digital revolution, which represents the optimistic idea of a society transformed by technology, is often accompanied by promises of change in a crowded market. However, these promises are often exaggerated and only discussed within closed circles (Kumar et al., 2019; Pitt et al., 2018). Despite the growing amount of research on the impact of AI on different areas of marketing, the fundamental question remains: What are the costs of progress? The rise of social media platforms has significantly altered our interactions. It is a powerful medium that influences how individuals

perceive and understand the world they live in and shapes these perceptions. Social media communication helps people to build and maintain relationships, develop a sense of community, and access news and information. Social media platforms have certainly changed the way we socialize and connect. They have become important channels for individuals to express and share their thoughts (Abril, 2023).

AI might be defined as a machine system that can understand the environment in which it operates to reach set goals. However, its mind is not human-like in intellect. Artificial intelligence refers to a machine (computer) that can perform a mental process like the human mind (cognitive function) and can make a human-like response (affective function). The systems with AI ability in the design are made to survey and respond to the environment (Loy et al., 2020). They learn the environment and instantly take the perfect action; further events may occasionally happen. For example, using available historical data, AI can predict when a machine will break down and report on the required measures. Data absorption is also the most important aspect contributing to AI as the systems obtain the incoming data and sort it according to the needs (Feng et al., 2018). The amount of data processed by corporations like Google and Amazon is overwhelming and inconceivable for human beings to analyze. In addition, AI systems have access to massive amounts of data containing information about many people through multiple devices and sources. What we observe is that all the systems either happen together or arise and disappear simultaneously. All this can be summarized in one sentence: AI is something amazing, and big brains have been working on this issue for a long time. The work led to several developments that marked new stages in big data analytics, machine learning, and widespread applications adopted by different organizations within different contexts (Lim, 2023). Afterward, the application of AI resulted in deploying this technology in different facets of present business situations.

Here, the role of AI-powering apps is not only marketing but also being seen as a tool beyond marketing, covering areas like medicine, e-commerce, education, law, and manufacturing. AI integration is never-ending, but it is still creating a positive impact for many industries. and other new technologies parallel the one leading to Industry 4.0 (Kaplan & Haenlein, 2019). These smart

features and planning systems have two objectives: labour limitation and effortless living (Feng et al., 2018; Rabetino et al., 2021). AI is being ascribed to be aimed at producing efficiency, fast responses, and handling processes that are otherwise tedious and laborious. AI is therefore touted as a remedy for all our problems of today. They say that it is a great memory booster, something so well produced that it is immersed into the fabric of our life, most of the time whether we are aware of it or not. AI proliferates among various devices used massively, ranging from more recognizable forms of devices, like smartphones, as a simple example. As we all know, Siri has become the icon for implementing AI and has been making a presence on multiple Apple devices with a voice-activated function that can perform many tasks by requiring a voice command as a prompt. On the part of the proponents, it is predicted that the influence of AI will cut from our normal interaction as it forms a new era of online marketing (Ston et al., 2020; Yang et al., 2021). However, in between these two facets of a techno-utopian AI representation, there is a world of utter entrenchment with AI technology in everything we do, whether that is the email sorting algorithms that are computerized, language processing systems, or the calendar entries that are voice activated and facilitated by virtual assistants like Siri, Cortana, and Bixby. In the case of cars, AI brings an additional positive potential by making driving easier and aiding and a technological boost. This automation is AI's deep rootedness in the organization or business systems, where automated functions replace some business operations, and data may be analyzed through algorithmic inputs (Davenport et al., 2020). The new emerging technologies of ML, DL, and NLP have further supported the use of AI (Ade Yusupa et al., 2023; Dekimpe, 2019; Antons & Breidbach, 2017; Ledro et al., 2022; Susilo & Smith, 2023). While touted as transformative, applying text mining and machine learning algorithms raises concerns about data privacy and algorithmic bias, particularly in banking, finance, and retail (Dekimpe, 2019). Furthermore, while seemingly offering precision targeting, the convergence of data optimization techniques and machine learning algorithms raises questions about the commodification of consumer identities and the erosion of privacy boundaries (Mardiana, 2023).

Some proponents argue that the rise of technology, particularly AI, is inevitable and overlook the ethical and societal impacts of AI adoption, sidelining important discussions (Kaartemo & Nyström, 2020). However, the rapid integration of technology in business settings requires us to

carefully consider its implications for consumer welfare, privacy rights, and society. The fast-paced digital revolution has made traditional marketing models obsolete, with AI playing a key role in revolutionizing marketing strategies (Mogaji & Nguyen, 2021). While AI is often portrayed as an innovator who can understand consumer behaviour, its celebrity image has long existed. The term "AI," short for "Artificial Intelligence," was coined over fifty years ago at the Dartmouth Conference in 1956 (Hildebrand, 2019). AI aims to emulate human brain functions while enhancing information processing and decision-making abilities (Mardiana, 2023). Despite its potential in space exploration, the concept of AI is fraught with complexity and moral quandaries. AI encompasses many meanings, including robotic sensors, effectors, and the simulation of human thought processes (Siau & Yang, 2017; Russell & Norvig, 2003; Wirth, 2018). Critics, particularly those within the field, caution against the seemingly unlimited potential of AI and warn about the possibility of AI replacing human expertise in decision-making, a domain traditionally left to human judgment (Wirth, 2018). The ambiguous definitions and blurred lines associated with AI pose the risk of inappropriate expansion and diluting its purported benefits. As AI advances in the marketing industry, consumers and experts must exercise caution and consider the implications for consumer rights, ethical decision-making, and human cognitive capabilities. Unquestioningly, embracing AI at the expense of human judgment reflects a new form of technological determinism, where the allure of AI and algorithms overshadows human intelligence.

3.2 Artificial Intelligence

The idea of artificial intelligence (AI) is the purposeful attempt to sound off a computer like a human - a study started in the middle of the previous century. Consider Alan Turing's work as his main operation, including the Turing Test in the 50s, which he proposed as the benchmark for ultimately addressing whether machines could achieve human-like thinking. In this regard, John McCarthy introduced the term "Artificial Intelligence" in 1955 (McCarthy et al., 1955). He started the process of establishing this field (Moaz et al., 2022), becoming further strengthened because of the Dartmouth Instruction on Artificial Intelligence in the summer of 1956 (Moaz et al., 2022).

Encouraging AI well-being hinges on the surge of intent to give machines emotions and behaviour expected from human intelligent beings (Mahesh, 2018). Enthusiasts give credit to the transformative power of AI, showing that it is instrumental in uplifting the efficiency of different operations and providing certain services on a global scale. AI, starting from quantum computing and passing to machine learning, is believed to be able to handle quickly our complex problems, which may have been far from being possible for human beings to address, as we can currently mine for runtime the unlimited amounts of data, we never had access to (Wichert, 2020). Still, a challenge lies between merging a quantum information system and machine learning that will rub up against ethical and social questions impacting society (Wichert, 2020).

In the AI race nowadays, debates about these progress breaks revolve around her determination to extend in several fields such as healthcare, security, and online advertisement. Deepfake AI can be linked to other AI developments like robot hand dexterity, and from one end to the other, it impacts diverse sectors (Torras, 2021). However, at the same time, the internet of ethos can be found behind the multifaceted ethical concerns, judgments, and elaborate political considerations that occur as factors that celebrate the future of AI development are important to reflect upon. With AI growing increasingly intelligent at a rate unrivalled by any technology before, the question of how to ethically maintain the course of development while conforming to our human values becomes more and more relevant to society, as only we can achieve what lies in the heart of human beings. Generally, Gibert et al. (2013) proclaim the advent of GANs (GANs), signifying the very much-needed remedy to issues of ethics in AI. These mind-augmenting networks rely on a bionic approach that allows the software to simulate brains, conjuring imaginary worlds. Example: Employing a complicated process, GANs transform vectors into matrices of either audio or visual type, which in turn become the subject of a discriminator system, looking to identify realities from the non-real in audio or video.

On the one hand, the milestone marking AI's evolution may promote a positive image. However, on the other hand, this image opens doors for wrongdoers who can spread fake ads or misuse a narrative, which can endanger a person's data (Gibert et al., 2013). However, in another timeline,

Tanveer (2021) preaches the goodness of AI and how it helps us to automate marketing. According to deep learning algorithms, under the roof of AI (Artificial Intelligence), work without defect is applied by computers to learn about user behaviour. Hence, prospective customers will be easier for computers to spot. By focusing on more probable trends, marketing people, logically or intuitively, occupy the best position to optimize the resource allocation to the extent of steering away from those fewer producing trials. Even more, artificial intelligence supports customization in creating and offering products or services using customer data such as demographics, geography, or transactional details to settle for variety from customers (Moaz et al., 2022). However, there is an underlying bitter truth under the seeming efficiency. The blend of consumer data from varied sources and the collaboration between the "Record" app of Under Armour and IBM's Watson certainly has set up the bar high as it raises fundamental concerns of privacy and data protection (Moaz et al., 2022). Nowadays, robotics is used in every aspect of marketing, and manipulation and exploitation are possible reasons for the stack of arguments; that is why we need strict supervision and ethical regulations to ensure unpredictable consequences do not occur.

As articulated by Hermann (2021), the incorporation of AI in marketing commercialism is said to bring about the possibility of personalizing messages to each one of the individual clients. Through predictive analysis, companies achieve a level of affectedness by better understanding customer tastes and providing personalized recommendations and suggestions (Hermann, 2021). The huge power of these tech companies, such as Netflix and Amazon, will expand and create interpersonal content and product offerings. Marketers' capacity to generate granular data and guide prospects' choices in favour of certain offerings has been traditionally described as a strong weapon that fuels sales growth. Furthermore, supporters claim that AI helps streamline the decision-making processes and offshoots as an overhead cost benefit, with worker participation anticipated to reduce by 85% (Hermann, 2021).

However, a critical examination of research and practitioner data reveals a nuanced picture of AI's impact on marketing. As Li and Ye (2020) predict, AI spending is rapidly destined to go beyond the revenue of US98 billion in 2023, with a cumulative growth rate of 28.4% on an annual basis.

According to a recently published study of McKinsey Analytics by Boell and Cezec-Keharmanovic (2015), fifty percent of companies in at least one business function that adopted AI reported an average improvement in the customer experience of 10% (High, 2017). Davenport et al. (2020) argued that AI can master the ability to learn from massive volumes of data. Enterprises are ready to invest as high as 70% within the next five years, increasing to nearly 71% within ten years (Davenport et al., 2020). According to Paschen et al.'s research (2019), artificial intelligence (AI) has not only started redefining human-centric sales operations, mainly for the bulk business-to-business process category, but it also influences the B2B sales funnel. As Grandinetti (2020) has outlined, market AI refers to the breeding process of artificial actors who analyze data about customers, competitors, and companies to propose or execute marketing actions that target ideal outcomes. Based on current AI and marketing trends, we can expect that the development of AI and marketing jointly will continue to grow rapidly and imaginably uncover an ocean of possibilities (Chintalapati & Pandey, 2021). AI has been described in a multifaceted way, van Esch et al. (2019) argue, through human-computer interaction. This potential of AI to transform marketing should inspire and give hope for the future.

AI's impact goes beyond any area that makes marketing, whether with customer experience enhancement, streamlining marketing operations, or business strategy decision-making (Hildebrand,2019). Nevertheless, accounting for the nearly total presence of AI among corporate leaders in the United States, as the 2017 survey indicated, people responsible for leadership positions in organizations still show a horrible lack of awareness about AI, which can be interpreted as their total ignorance of its influence (Devagiri et al., 2022). Kaplan (2019), on the other hand, would refer to AI as the system's performance ability to aptly interpret the environment and identify and assimilate the evolving data towards the set contentions. As far as the marketing sphere is concerned, AI has been considered an important power for transformation, with its application expected to give amazing revenue growth and show results (Kaplan & Haenlein, 2019). AI market predictions are equally big: predictions are extravagant. As the PwC report (2017) reveals, investments in AI development are expected to cause a 14% increase in the global GDP by the end of 2030, and up to $13 trillion in output will be added in the same year (BOLTON et al., 2018).

This potential revenue growth from AI should make the audience feel optimistic and excited about the future.

Achievement demonstrated by 41% of surveyed global marketers in late 2020 came as they reported a clear increase in revenue growth and performance associated with the AI integration of their marketing efforts. Furthermore, about 3.8% responded to promoting a tailored consumer experience of AI in the marketing initiatives (Guo al., 2018). This trend clearly shows the gradual development of a scenario where AI will replace humans for processes like communication and the infinite ability to express emotions. There is an increasing adoption of smart virtual assistants. As an example of this development, some companies have used such technology in digital marketing to improve their knowledge and widen the possibilities (Flavián et al., 2021). From different areas of marketing, finance, healthcare, engineering, and education to many others, AI has produced recent technological shining moments within the last two decades (Huang & Rust, 2020). The consistent and growing trend of data-rich organizations investing in machine learning proves the growing need for and strength in using data-richness to improve marketing. According to the predictions of BCC Research, the yearly growth ratio of the market for machine learning solutions would exceed 43.6%, making the trade of machine learning solutions of the size of $8.8 billion by the year 2022 (Information Technology Industry Analysis & Market Research Report, 2022). The rise of that technological breakthrough empowers companies to manipulate markets at the highest possible. Production of goods and utilizing digital marketing tools impact individuals through many channels via specific points and significant moments (Ali & Manisha, 2020). On the one hand, inner harmony is accompanied by ethical dilemmas, data privacy losses, algorithm bias, and decreased human effect in decision-making systems. Given that society is in the space of interactive artificial intelligence, it seems even more critical that they are well-reflected on and closely observed so that society can navigate the complexities that may present problematic results.

However, the development of digital marketing has much to do with integrating big data and deep traffic into the technology. To the extent AI can bring these novel business opportunities, it is evident that AI plays a crucial role in digital marketing (Kolbjørnsrud & Thomas, 2016). For a

company to remain in the market and not be left behind, businesses today are being forced to incorporate AI in their marketing strategy (Pradeep, 2019). In the AI-driven market, Mari (2019) argues that marketing is the platform where AI has the greatest and most intriguing impact. The core facet of marketing requires understanding the customers' wants and the connection between products or services and demand. This can be attained with the aim of sales. Employing AI technologies may someday spur skyrocketing sales because a study by McKinsey in 2018 points to marketing as the field with the greatest AI implementation practices (Mari, 2019). According to Huang and Rust (2021), AI marketing employs technology to better consumers' experiences and trips. AI models these parameters at the customer level through sentiments, transactions, and interactions. By creating machine learning algorithms, AI predicts the patterns of consumer actions. Personalized information, recommendations, and communications are the backbone of engagement and customer retention strategies, and their overriding goals are to reduce costs, enhance revenue, and preserve the customer's happiness (Huang & Rust, 2020). Though it can display emotional prevalence, there are inadequacies in AI in the aspect of empathy and disability to express compassion (Huang & Rust, 2020). However, AI's role in digital marketing is also noticeable regarding error reduction achieved through optimization, streamlining data collection and analysis, and data-oriented reporting on marketing campaign performance. Hybrid digital marketing, in general, as many are working, studies show that AI-auto models are extremely effective (Huang & Rust, 2020).

Chatbots are a prime example of AI application design. These AI software applications replicate human thinking processes to decode and solve customer queries and assist in online purchases (Chaffey & Ellis-Chadwick, 2019). The chatbot phenomenon is on the rise, and businesses are increasingly incorporating bots into their operations, connecting with customers through various platforms such as Facebook Messenger or their websites (Polson & Scott, 2019). As the use of chatbots becomes more common, they are making customer support services more efficient. The data elicited from Meta Messenger use is game-changing and can be used for sophisticated data analysis, which is essential for organizations to develop smart marketing strategies (Chaffey & Ellis-Chadwick, 2019).

3.3 Machine Learning

Machine learning, as one of the types of artificial intelligence, can facilitate the automatic completion of analytical tasks and allow computers to self-produce and adapt to new surroundings. According to the findings from Mahesh (2018), it has been utilized in the prediction of stock prices, but with its limited ability to forecast given the multitude of variables that drive price movements. Machine learning is categorized into three main types; "Artificial intelligence (AI) includes three primary techniques contextualized as "Supervised Learning," "Unsupervised Learning," and "Reinforcement Learning" (Mahesh, 2018). Although different types mainly concentrate on issues, this study is more useful and curable with Reinforcement Learning than for predicting stock prices (Mahesh, 2018). Contrary to Sharma et al. (2021), supervised learning includes a sub-domain of machine learning where generating a knowledge base utilizes the analyzed labelled data. The same process involves bringing aboard the study data set, including all instances and their expected outcomes. The machine learning algorithm compares the samples to known parameters each time the new data are collected and processed. It adjusts the performance using a step-by-step approach to get the accuracy (Sharma et al., 2021). The technology based on machine learning allows for automating forecasting data that was not analyzed before.

Algorithmically, this machine learning method belongs to another type of data mining in which data structure is not initially fixed but based on analysis and realization. The analysis is focussed henceforth, selecting needed data without referring to output variables. Unlike aided learning, the course of events, in this case, allows spontaneous learning from unprocessed data (Sharma et al., 2021). "Reinforcement learning" is a type of machine learning different from its predecessors. Encompassed by deep learning, it takes a face of analysis in which acquiring models enhancing performance using previously managed data is the primary task (Ritzcovan, 2020). Such a learning culture renounces environments for every single achievement while giving a reward. In a learning environment, they are rewarded for the activities that fulfil the dataset specifications required to facilitate learning (Sutton, 2014).

3.4 Other Studies in Topic

Even if the number of studies on the role of AI in marketing has grown, so has an abiding, split picture with different purposes. Although the marketing sphere represents the most recent application of AI, it presents a fundamental gap between stakeholders demanding different approaches and results. Interestingly, most earlier studies convey diverging impressions about conceptualization and prerogatives, perhaps emphasizing service-oriented rather than marketing-oriented goals. For illustration, Belanche et al. (2020), Belanche, C. L. V. Casaló, H. J. Schepers (n.d.), Do et al. (2023), and Flavián et al. (2021) focus on the application of AI technology inside the service sector of a business (for instance) the fact that different organizations are applying AI for marketing in different ways creates a challenge of coordination and alignment of AI research in the marketing area in order to serve the broader purpose of strategic marketing applications.

In reviewing these papers and studies, however, one can see that service is a fundamental marketing factor. However, an area of the field receives disproportional attention in the research of service context rather than marketing in the expanded sense. On the other hand, Goel et al. (2022) also did a study that weighed the contribution of AI towards quality service delivery in the hospitality and tourism industry, which is also an indication that machine learning is fast becoming popular as a service-centered approach ideal for the current generation of consumers. Thus, Henzen et al. (2022) explore the impact of AI's successful implementation in improving customer service in the financial services industry, which nests in marketing activities but is majorly focused on customer service dynamics. Moreover, for AI-themed literature reviews, systematization is often achieved by studying its impact in various sectors, such as marketing. For example, a review study by Civit et al (2022) considered the adoption of AI in the music industry, while in contrast, Devagiri and his colleagues sought to uncover all the works available on the use of AI as Augmented Reality (AR). Furthermore, AI reviews across the domain cover its role in helping medical workers conduct the war against the COVID-19 pandemic, which indicates, among other things, the prevalent generalized notion that AI is of greater relevance to marketers than non-

marketers. This trend, hence, brings to the fore the importance of a balanced and comprehensive system in AI research in marketing, maintaining a deeper marketing-centricity approach while incorporating service-oriented implications.

Apart from the review by Riahi et al. (2021) examining and critiquing the literature on how artificial intelligence (AI) is impacting planning for supply chains, there was another study (Das et al., 2020) investigating and analyzing how modern technology has influenced the adoption of AI in the supply chain management. Business Management is not an exception from this trend, as a previous systematic literature review of studies that dealt with the contributions of AI to entrepreneurs, executed by Giuggioli & Pellegrini (2022), had addressed this issue earlier. Furthermore, Ledro et al. (2022) conducted a comprehensive review devoted to analyzing and categorizing past research about AI applications, namely the increase of companies' customer relationship management (CRM) characteristics over time. Nevertheless, a Palpable void is detected because none of those studies engaged in holistic examinations systematizing the implementation of AI into the marketing field. On the heels of prior research studies, the incorporation of AI in marketing has not yet reached the doing stage. The absence of widespread literature reviews that describe empirically gathered data remains a problem as it prohibits comprehensive research into AI-powered consumer markets. This assertion is upheld by several writers who point out that the majority of only a few works re-evaluating the effect of AI integration on raising the output of marketing strategies implemented by companies are at the infant stage and need to be developed. For instance, Bolton et al. (2018) and Stone et al. (2020) suggest examining the implementation of AI in strengthening companies' strategic marketing decision-making roles. However, they report that the research in this area is still in its infancy. While on the one hand, AI opens exciting new frontiers for marketing, on the other hand, the uncertainty around how exactly AI will shape the marketing landscape and what possibilities it will usher in for marketers are some of the gaps that are worth exploring through elaborate research studies. However, Karimova and Goby (2020) suggest that some studies cover AI implementation in the marketing process, but a serious shortage of papers reported on AI usage as a marketing tool to extend the quality of the service delivery to clients remains. The main idea behind artificial intelligence (AI) is a dimension that allows human intelligence to be assigned to machines,

covering a wide range of tasks, from simple to complicated. The final purpose of AI is to be able to think, find out, and do things by itself, which formerly were executed by humans. While it is true that as technology advances, the paradigm defining AI changes, this statement likewise underlines that technological development is an incessant phenomenon. Two core concepts form the foundation of AI: machine and deep learning with the neural network. The concepts of nowadays drive ever more new technologies in data mining, natural language processing, and code development. The terms AI and machine learning are sometimes used together; however, AI includes a range of technologies with machine learning and other concepts of AI as its subset part (Verma et al., 2021). The deep learning application is based on artificial neural networks, which synthesize the structure and functionality of neurons in our brains. Borrowing biological certainty, artificial neural networks use mathematics and computer science principles to mimic the brain's functions and act as learning and decision-aiding aids. These networks use code programs to connect the nodes that resemble neural junctions and are not physically like biological tissues (Yadav, 2024).

Neural networks, with their three layers: an input layer, a hidden layer, and an output layer, some of which even use hundreds and thousands of nodes, are a testament to the potential of AI to mimic human cognitive activities. The neural networks model operates in the backend of AI, allowing the machine to process information similarly to human thinking and propose solutions that solve the challenges. This mirror character of AI, which imitates human cognitive activities, is the core feature of the AI system. It can perceive/understand its surroundings and respond efficiently, inspiring us with the capabilities of AI.

Section 4 – Potential of AI in Marketing

The marketing sphere has experienced a drastic change in the face of the evolution of AI (artificial intelligence). By closely analyzing the current literature, it is easily seen that AI is not just a fleet trend but a revolution in the marketing sector. Although this transformation occurs in important areas that differ from each other, it could consider changing the traditional ways of thinking and doing business (Haleem et al., 2022). AI's role in marketing can be seen in many aspects, as its most apparent manifestation carries a disruptive power, which forges a way of innovation through various operational facets and the generation of new strategic thinking methods (Haleem et al., 2022). AI tools and techniques may provide marketers with means to explore uncharted oil fields and unknown approaches to appraisal, which will promote organizational growth; otherwise, it could be hitherto unattained (Huang & Rust, 2020).

Interestingly, AI reshapes marketing processes via its authoritative influence in marketing parlance, ranging from the communication channel to how companies leverage interactions with their audiences. Integrated Digital Marketing, represented in the latter case, will lead to leveraging AI, enabling the synergistic linking of marketing operations across the different digital channels. It boosts brand awareness since marketers can seamlessly craft messages targeting specific audiences at different stages (Hermann, 2021).

AI was found to be an important element in the realm of Content Marketing. It enables personalized content creation, delivery, and optimization through Personalised algorithms and data-driven insights. In this way, by exploiting AI potential, marketers can truly go beyond the traditional methods of content curation and be more in tune with the client's actual preferences; ultimately, it should lead to relations between brands and consumers that are stronger and a more committed usage of those products and services (Kaartemo & Nyström, 2020). Machine learning has created a revolution, extraordinary personalization, and engagement advancement in the experiential market. Leveraging sophisticated algorithms and predictive analytics, AI empowers

marketers to craft tailored customer experiences with unparalleled precision, orchestrating interactions that resonate deeply and cultivate unwavering brand loyalty (Kumar & Suthar, 2024).

Moreover, AI is not only a product of disruption for Mar-tech Operations but also one that reinforces growth through automation and optimization (Li et al., 2022). Through automation, the mundane work becomes an essential activity as the AI refines the workflow, eases up marketers that will let them group their resources strategically and bring forth innovation. Eventually, this will grow organizational adaptability and agility (Loy et al., 2020). Beyond this, according to a study on market research, AI has become an omnipresent assistant that can help extract usable knowledge about buyers and customer-specific behaviours. Because it can analyze a large amount of data quickly and accurately, AI makes it easier for marketers to capture the essence of their customer groups. Hence, the most informed decisions are made. The goal of the targeting strategies is also achieved with precision (Mardiana, 2023). On the bottom line, introducing AI opens a new chapter of unlimited possibilities and potential in the marketing sphere. It throws out the door countless alternatives for being innovative, interactive, and growing even more. AI-powered solutions and strategies can make the complex digital environment manageable for marketers. AI can be like the guide that makes it easy for marketers to navigate the complexities and lead to success. AI offers new pathways for marketers to create stronger connections and deliver value to their audience. This innovative change is a path to a time when marketing will be built around and driven by AI, which sustains the growth of the marketplace and competition in an ever-increasing market.

Driven by solid empirical research, the application of AI to marketing permanently impacts business performance and growth. AI yields various advantages that eventually uplift business performance and expansion (Mardiana, 2023). Firstly, AI introduces the revenue by an order magnitude, and the AI start-up reservoir sample produces evidence that financial performance may either estimate or fall under the direct advantage of AI implementation (Harley et al., 2023). AI-powered personalized customer experience has emerged as the intrinsic success approach, which entails streaming tailored communication, unique content, and customized offers that connect

deeply with customers and strengthen brand loyalty (Mennella et al., 2024). The next logical step is for AI to use its data analytics capability to its full potential; this is done by drilling voluminous data sets for tactical recommendations that are concepts for marketing and refinement strategies. With AI analytical capacities on the side, businesses will be more competitive units with customers because they can exactly identify a particular audience and combine advertising activities to provide a surgical-level aim. It also enables accurate ad targeting accordingly, so an investment brings the highest income by sending marketing resources to areas where they work most effectively. The advent of AI-driven automation in marketing brings another twist. It frees marketers from mundane tasks, which allows them to focus on strategic activities that bring sustainable growth to their organizations. This automation of inborn order, producing twice the efficiency, not only contributes to the culture of innovation but also results in organizations being capable of adapting to market demands and going through dynamic changes. In the face of business fusing in with AI-powered solutions, the marketing field is called to evolve towards the switch of paradigms and fortify itself with ultra-customization, the greatest efficiency ever, and the efficacy of profitability.

Looking ahead, the future of AI in marketing is boundless, and the door is opened for researchers to explore in detail the various ramifications of this technology in different disciplines within marketing. In B2B marketing, AI promises to change customary methods to new, personalized dialogue, offering unique approaches and techniques (Misra et al., 2019). By analyzing how AI algorithms can optimize targeting, lead generation, and relationship-building processes in B2B contexts, researchers will communicate useful knowledge and principles that lead to developing strategies that better provide the marketing needs of the business-to-business setup. Also, AI-enabled marketing raises ethical issues by forcing businesses to examine data privacy concerns, ethical practices, and increasing biases closely. Furthermore, the issue of consumer autonomy is rising. With AI algorithms increasingly involved in marketing, researchers should be careful about their ethical responsibility and orient their actions towards full transparency, objectiveness, and justice in their implementations (Mustak et al., 2021). Besides considering ethics, research on AI should also understand AI's role in customer decision-making and brand interaction. By testing how AI-powered technologies, including chatbots, recommendations, product engines, and

sentience analyzing tools, impact customer satisfaction, loyalty, and brand perspective, scientists can understand what mechanisms with AI augment or worsen the customer journey process. Eventually, with the comprehension of AI flowing in every area of the marketing world, organizations must be alerted to navigating the complexities that arise and the opportunities they provide. With the intent to adopt AI-powered innovations but not lose their way regarding ethics, companies can leverage these technologies to develop an even more intimate bond with their customers, achieve sustainable revenue growth, and remain competitive in the digital space (Paschen et al., 2019).

4.1 AI in Strategy and Planning

Artificial intelligence plays a great role for marketing strategists by facilitating its principal functions: "market segmentation, market targeting and positioning (STP)." In line with that, AI helps managers undertake the market strategic direction process by going beyond the STPs. Text mining and machine-based learning algorithms are useful in many sectors, such as banking and tourism. For instance, these algorithms help identify new customer segments. This effort can be further fortified by combining data optimization and machine learning, causing the forest to irrigate the concerned customer section (Huang & Rust, 2020; Netzer et al., 2019; Simester et al., 2019).

4.2 Artificial Intelligence (AI) in Product Management

One of the biggest contributions of AI-driven marketing analytics towards strategic product design is keeping the product designs in tandem with customer needs and, in turn, decreased customer satisfaction. Adding topic modelling ability to existing product strength forms the system's capacity for service innovation and designs. Furthermore, the fact that the reaction of consumers

to product attributes, which they assign preference weights during product searches, enables marketers to realize and utilize product recommendation systems even better and develop strategies for the right product direction. Reservoir algorithms develop search recommendations in the direction of places of interest; thus, interested users can get to know new localities. Overall, AI empowers marketers in terms of the capability to offer fittingly to customer liking and expectations (Andreas Dekimpe, 2019; Anton & Breidbach, 2017; Darko et al., 2019 and Guo et al., 2018); (Verma et al., 2021).

4.3 Artificial Intelligence in Pricing Management

All those factors should be considered in pricing among the most demanding calculations. The changing consumptive demand causes actual time-based pricing amendments and intensifies the issues being queried in this area. Machine learning-based multi-armed bandit algorithms are an advanced tool for adjusting prices in real-time circumstances (Misra, 2019). In adaptive price situations like online selling platforms, machine learning algorithms' Bayesian inferences are rapidly updated using competitors' pricing models as a benchmark (Bauer & Jannach, 2018). Dekimpe (2019) states that modern smart algorithms respond to customer preferences, competitors' tactics, and supply chain elements to optimize business price dynamics.

4.4 The use of AI in Advertising Operations.

Media scheduling, campaign management, search engine optimizations, and media planning are all elements of promotion. On the other hand, promotion strategies are changing from the physical to the "physical" realm, with digital marketing and social media yields being dominant as global digital transformation has materialized. With this ever-changing tech community, customers have an increasing say on what content to place, where, and when they prefer one product. AI offers the

possibility to tailor and personalize certain messages to clients from different profiles and subscriber lists (Huang & Rust, 2020). Using content analytics and emotive AI algorithms that work in real-time, the value and effectiveness of advertising messages can constantly be on an upward trend. At the same time, consumer preferences and sentiments can be recorded on time. The ethnography of social networking media gives marketers valuable understanding to harmonize their approaches to customer wish patterns (Tripathi & Verma, 2017; Verma & Yadav, 2021).

4.5 Artificial Intelligence in Marketing Process:

It can be seen from all the studies that the role of AI in marketing is becoming increasingly crucial. AI and machine learning assistants are great examples of how marketing strategies can transform and improve by automating laborious processes, bringing valuable information about the customers' and competitors' behaviour patterns, and delivering personalized interactions with the clients (Mariani et al., 2021). Benefits like automatic task execution, money savings, and proficient workflow are being implemented through AI-driven marketing (Mariani et al., 2021). In the rest of the paper, AI in marketing will be covered. This includes how AI will influence marketing in the future, its impact on the marketing world order, and the need for companies to adopt AI to stay competitive. On the other hand, personalization is recognized by Mustak et al. (2021) as the moral dimension of AI applications in marketing as well. The reader is generally amazed by the advanced level of AI in marketing through these articles, and more research should be conducted about this (Mustak et al., 2021).

Previous research has shown an immense shift in marketing as marketers now strategize by applying artificial intelligence technology. Chintalapati and Pandey, 2021, during the expected systematic literature review, use it to define five function categories and indicate the AI-using cases across all these functions to demonstrate the success of AI in marketing. According to the research of Marinchak et al. (2018), machine learning is implemented in the marketing industry to give marketers a better understanding of the audience's preferences. The process is with little

manipulation by the people. According to the article by Sahni et al. (2023), AI holds enormous growth and opportunities for using AI in decision-making, especially in healthcare. According to Davenport and Graff (2020), a comprehensive and wholesome framework that captures how AI technologies will shape marketing strategies and consumer behaviour is proposed. AI is a supplement, not a replacement for managerial strategies and capabilities. Several research studies have revealed AI's power to change traditional marketing scripts (Davenport et al., 2020).

AI influences how marketers approach their prospects in the future through disruptive trends. AI-powered algorithms will simplify the communications channel, resulting in dynamic and personalized content targeted to each person in real-time. Machine learning-powered predictive analytics will shape the future of marketing, enabling it to foresee trends, fine-tune strategies, and drive business value. AI-powered chatbots and virtual assistants can be multiplied by natural language processing technology. These will automatically bring human-like interactions and conversations. AI-generated content, voice search optimization, and image recognition will be key drivers that can improve user experience to the highest possible level. Moreover, marketers will now know how to use AI to develop emotional intelligence. In this way, they will be able to understand human emotions, and in turn, they could build deeper connections with their customers (Kurzhals et al., 2020).

Blockchain technology will provide an additional layer of transparency and strengthen trust, especially in reducing ad fraud with this technology. AI's (AI) integration into AR and VR will create engaging marketing opportunities using these technologies. With AI becoming an integral part of the marketing strategic framework, ethical issues, and surveillance principles will be demanded. Thus, finding a delicate balance between user privacy and personalized marketing techniques will be compelling. AI will continue its transformative nature in marketing due to technological progress and dynamic solutions aiming to exploit AI's potential (Wichert, 2020) fully. According to Hildebrand (2019, p. 13), "AI is more than just technology: In other words, AI is the force behind restructuring value chains, favouring some and pushing others, as well as the creation of new models for international decentralized and autonomous coordination (Hildebrand,

2019, pp. 13-14). Because of AI development from the strict, narrow AI through hybrid AI and further, marketing will be capable of realizing significant growth. With AI tools integrated to provide more sophisticated insights, organizations can quickly adjust their digital marketing strategies without extra human supervision, which can be very useful. So many marketing campaigns can show incredibly high returns on investment, significantly increased engagement and retention, an improved customer experience, and long-term value establishments.

Section 5 – Challenges to AI Adoption in Marketing:

5.1 Organisational Challenges

Despite the challenges, the potential benefits of AI adoption are significant. With increasing knowledge about the key characteristics that ensure the effective implementation of artificial intelligence, as illustrated by Pumplun et al. (2019), the understanding of these crucial attributes is becoming clearer. Even with the huge acceptance of AI technology among organisations, the truth is that some companies need help to convert their investments into real business value as the revenues they generate are not capturing the expected value (Shollo et al., 2022). An inadequate understanding of the true influence of AI-enabled technologies results in the inability to fully unlock human potential, which is conditioned by wrong views on AI and the human role in the value creation (Metcalf et al., 2019). Then again, AI goes beyond the traditional notion of tools and is presented as interdependent agents that individuals were unprepared for. Therefore, AI forces us to consider strategic decision-making, an empowering process that allows us to shape the future of our organizations through investment in technological development and collaboration among humans and machines (Fügener et al., 2021). This adjustment requires re-evaluating organisational structures and processes so that business goals will not undermine the capitalising prospects that AI offers. Even though AI technology is advancing quickly, and there is a change in rules and uncertainty about economic conditions, the AI-led digital transformation process

simultaneously complicates the picture (Berente et al., 2021). Organizations face the challenge of contextual confusion and instability to reach sustainable transformation and, by so doing, benefit from digital innovations perfected with AI at the core (Dwivedi et al., 2021). Furthermore, the missing link between AI's potential and its realistic implementation shows the need for enterprises to view AI adoption more as a strategic and, therefore, a more sophisticated process. This represents the demand for tech funding and a comprehensive awareness of AI integration's organizational, ethical, and regulatory aspects. Only after solving these intricacies can companies make the valuable transformation through artificial intelligence and achieve sustainable value and a competitive edge.

The Behavioural Theory of the Firm (BTF), designed by Cyert & March (1963), is an important framework applied to an organizational decision-making process to maximize organizational value. Further research on AI technologies broadens the theory of AI management. They extend their scope to the case of AI technologies and machine learning-based AI systems. Moreover, these studies touch on the managerial issues regarding technology investments and the internationalization of firms that benefit their business (Haefner et al., 2021). The BTF points to the influence of executives' judgments and cognitive shortcuts that determine strategic choices while uncovering the multi-layered and fast-paced environment of organizational culture where AI adoption is most complex. At the core of the BTF framework, it is emphasized that business is not a single-dimensional entity. However, it is a heterogeneous collective of various stakeholders, each with individual expectations and business goals. These stakeholders, shareholders, management, and employees generally rally on different sides of the boat. They mostly want to settle disputes through negotiations and effects resolution between organizations for their separate interests (Argote & Greve, 2007). However, many factors are at play in this complex interplay that challenges decision-making, the ones that optimize or are straightforward.

Furthermore, the BTF's portrayal of organizational business agility within complicated environments is noteworthy. Unlike businesses, which often look to optimize decision-making, they lower the standards of the criteria they use in choosing, such that they decide based on

satisfactory requirements (Lutz et al., 2019). Therefore, this stance considers the inevitable insecurities and conflicts in decision-making processes, especially in AI adoption as technology changes. While the BTF illuminates the intricate links between organizational decision-making and behaviour, AI implementation reveals that organizations must plot their course to achieve technological tangibility, avoid complex stakeholder obstacles, and choose pragmatism over idealism.

Decision-making in environments with information asymmetries takes a problematic search shape, and the content depends on the problem. In that case, managers look for a sufficient solution to a problem that is not necessarily optimal (Surdu et al., 2020; Mahoney, 2004). Sustenance decisions are only sometimes going to be rational, as they are an amalgamation of sensual and biased input. An example is uncertainty avoidance, where organizations avoid getting in a position to guess future outcomes and trends by using decision rules that give preference to short-run reactions to short-run feedback. This behaviour can be considered preserving the status quo or its status over the transformation (Surdu et al., 2020). This last component also ensures expertise, knowledge, and organizational adaptation acquired throughout the operation. Different from the contradiction of managerial decision-making between the descriptive and the prescriptive, the organizational learning process uses performance feedback to adapt and grow even though they may only apply strategies successfully used before and fail to consider options or solutions that are unconventional and unknown to them. Amid an era where the technology realm dominated by intelligence is overflowing with almost everything, it is getting harder to make strategic choices, and times for the present decisions become more dangerous and unpredictable (Wardenburg et al., 2021). Primarily, making AI confuses guidelines they set up before them. Therefore, theorizing beyond narrow approaches is an important step toward getting closer to the main challenge (Jin Hyo, 2019). This becomes one of the central topics that should be examined as some uncertainty in AI can only help achieve higher income and output and save resources

5.2 Technical Challenges

In marketers' minds, there is the question of integrating and managing data and trying to install AI systems into their existing infrastructure (Haleem et al., 2022). To manage the environments of applications and platforms used by contemporary marketing professionals, it is imperative to attain inconspicuous integration of AI with existing systems and data chains. Besides, the fact that some of the data gets entangled in different systems becomes a major issue that impedes the continuity of data flow, which is pivotal for AI to be at its best level (Haleem et al., 2022). The critical factors in the next stage, data security and privacy are vital to the AI-driven marketing plan (Chintalapati & Pandey, 2021). As advertising campaigns extensively include consumer data collection and processing, the most effective measures should be cooperated with to protect against potential breaches and maintain compliance with regulations (e.g., GDPR and CCPA). Data security is not only crude trust in the minds of consumers but also a serious business handicap and reputational nagging (Chintalapati & Pandey, 2021).

On the other hand, the dynamic nature of AI models and the ongoing learning process are ongoing challenges that necessitate monetary resources to maintain and develop AI models (Verma et al., 2021). AI models, unlike statical objects, are close to being dynamic. So, they constantly need updates and refinements to reach or even sustain their accuracy and efficacy for a given time. This implies the data gathering, processing, and model retraining sequence that greatly loads the system and considerably expends resources. Organizations shall spend a long time working on this learning process. (Verma et al., 2021). In addition, fast development and agile technology innovation remain a great challenge for organizations trying to leverage all AI capabilities (Mariani et al., 2021). Evolving technology within the AI domain regarding algorithms, tools, and frameworks entails high professionalism and relevance. It requires constant hands-on experience with ongoing training in new developments and profound insight into disruptive technologies as they arise. AI expedients will be overlooked and consigned to oblivion without keeping up with

the innovation. In addition, an opportunity will be wasted to gain a competitive advantage (Benkert, 2019)

Eventually, the system of algorithmic bias comes into play as the main issue in the process of marketing provided by AI (Carpena, 2023). AI model's specificity has its real roots in biases that are made into training data and, therefore, run the risk of being a source of discriminatory practices that target people according to their race, ethnicity, etc. To resolve this issue, one must follow the data sourcing and the implementation of fairness tests in all life phases of an AI application to prevent bias spread and achieve the same outcomes for all the participants (Ziakis & Vlachopoulou, 2023). Implementing AI into marketing operations will create many technical problems due to their complexity; these need handling and planning. Tackling the problem of information clarity, protecting users' privacy, and fairness in AI algorithms are among the marketing issues. It will take serious effort and permanent sacrifices in this area to generate the conditions for growth and responsibility in the digital environment (Carpena, 2023).

5.3 Regulatory and ethical challenges:

Where AI is slowly finding its way into marketers' toolkits, varied regulation and ethics problems emerge, making the industry nervous about adopting AI. First, data privacy takes a stab at AI-backed marketing practices on the priority list (Kumar & Suthar, 2020). Data protection and privacy for consumers worldwide are now among the most difficult challenges for the marketing community. One such challenge is the data labyrinth, in which marketers try to satisfy complicated regulations such as the GDPR (European Union) and the CCPA (California, USA) and allow customers to control their personal information. Collecting consumer data, including browsing history and fort location information, requires marketers to adhere to an intense compliance process. This challenge might limit their ability to utilize AI fully, as Amherst et al. (2023) observed in their research (Amherst et al., 2023).

Additionally, acquiring the consumer's precise and informed consent proves tough, which brings us to the "Consent Conundrum," where privacy and regulation become major issues. However, consent for the ethical use of AI in marketing campaigns is highly necessary. Nonetheless, the complex nature of AI models makes it hard for consumers to grasp AI decision-making fully, which might result in the consumer's struggle to understand it (Kumar, 2023).

Furthermore, bias and equality are another area where AI algorithms may not be entirely fair when, in a training setting, they can perpetuate societal biases (Benkert, 2019). One such example has been frequently discussed lately in the context of "Echo Chambers and Algorithmic Discrimination." It leads to discriminatory marketing techniques that aim only at certain age groups or genders or reject the whole group as consumers. Marketers must be continuously aware of and buck up in combating bias in their AI models so that fairness and ethical dealings are not undermined (Benkert, 2019). Ethics in AI marketing practices continue to be driven by the transparency and explainability of AI-driven marketing. The transparency of some AI algorithms, often based on the "Black Box Problem," can greatly hinder the understanding of decision-making and, in return, can further erode consumers' confidence in AI-driven marketing practices. Rules on AI usage transparency that companies need to follow give rise to a problem for marketers, who must deal with an inherent model explanation absent in some AI algorithms (Naz & Kashif, 2024).

Additionally, highly personalized marketing campaigns tend to appear through AI, which presents difficulties in deception and manipulation (Li et al., 2022). As AI allows personalized services that no one could ever imagine on the scale that AI goes on, there exists a tendency for providers to exploit the vulnerabilities of consumers with the use of manipulative and deceptive tactics. Ethical and regulatory concerns should be considered to deal with the same risks, which will keep the trust of consumers and the integrity of the AI-based marketing mechanism (Mennella et al., 2024). Ultimately, the key is to ensure that the ethical and regulatory challenges that come with subsequent AI adoption within marketing remain a major priority for promoting responsible and sustainable practices. Marketers should determine their priorities on data privacy, strive for fairness under the targeting process, and aim for transparency under algorithmic decision-making,

which are the main principles of trust building with consumers and operating within the boundaries of legal and ethical frameworks. Although ethical concerns are unavoidable in AI-driven marketing strategies, with a collective effort toward ethical principles, businesses might achieve their fullest potential while assuring consumers' rights and welfare (Li et al., 2022).

5.4 Overcoming the Challenges

The AI implementation in marketing is a multidisciplinary flow with multiple technical, organizational, and regulatory details. To fully grasp the potential change AI-based procedures can bring, businesses should face challenges and implement measures to address each of them. The range of difficulties, including governance, partnerships involving quality and availability, and adopting transparency and interpretability in AI models, must be overcome through proactive measures and funding (Ray, 2024). One of the key change thresholds that the organization should focus on is building a culture of change management and educating people on the importance of embracing this transition at every level; among the strategies that should be adopted include undertaking pilot programs and integrating AI more steadily with the existing systems to create buy-in among the professionals and a smooth transition (Vahia, 2023). Additionally, AI initiatives need to be aligned with comprehensive marketing objectives and robust measurement systems to ensure the objectives and calculate the ROI correctly. AI adoption in marketing is complex; by embracing that holistic approach and leveraging AI as a catalyst for crafting innovations and growth, businesses can smoothly manoeuvre through the road to sustained success in increasingly competitive territory (Karataeva, 2022).

At the center of AI changes in marketing, the fast-approaching regulatory considerations and ethical concerns require immediate solutions that can help manage the anticipated multifaceted challenges and maintain high standards (Marr, 2021). This is the main thing that creates worries related to protecting personal data. One must be sure that the customers' data will be protected. Organizations can demonstrate their seriousness by complying with data privacy standards during

the design of AI systems and by implementing stronger security measures, which will, in turn, create confidence among consumers. Transparency on the part of communication firms, where they highlight data-collecting practices, is also one of the ways to guarantee ethical compliance with regulations. This is achieved by the firms obtaining explicit consent from the users (Marr, 2021).

Furthermore, oversight of bias and fairness in artificial intelligence for the market creates calls for comprehensive monitoring of the data sources and implementation of thorough fairness tests. Through the rigorous examination of the data sources that involve bias, as well as the team formation of AI developers and deployers that are diverse in many ways, organizations can try to address the risk of acting upon biased data and the reinforcement of discriminatory practices (Aditya Chakurkar, 2021). Transparency and explainability become the other major necessities, with models having employability features or spending on Explainable AI (XAI) techniques to enhance transparency remaining a priority in the marketplace. Effectively informing the purpose of AI within marketing campaigns and sharing the data used with the public presents an additional means of accountability (MMC 2023).

Furthermore, the ethical principles of AI-guided marketing play a crucial role in addressing concerns about falsehoods and deception. By establishing industry standards and promoting responsible AI use, organisations can significantly reduce the risk of unethical behaviour that undermines consumer confidence. These synergistic actions ensure that marketing teams can navigate the regulatory and ethical environment with AI adoption. AI can then be leveraged to enhance the effectiveness of ethical marketing campaigns, thereby fostering consumer trust and goodwill.

5.5 Case Studies on AI Adoption across different industries

Varying industries are also presented. Some case studies illustrate how AI has helped several companies benefit and gain profits, while others highlight the challenges some companies faced due to the adoption of AI in marketing. Regarding the area of entertainment where AI works seamlessly, Netflix is a true showcase of AI advancement. Through analytics and machine learning, the streaming giant individually validates the content for users, which manifests the importance of AI-driven personalization in acquiring users' net satisfaction and engagement (Liaquat, 2023). Sephora AI takes the conventional beauty retailer to another level; personalized recommendations and interactive experiences all change how we retail (DigitalDefynd, 2023). In medicine, IBM Watson Health uses multi-feature AI to achieve the most advanced analytics, integrating itself into many medical care processes to optimize patients receiving care and treatment. IBM Watson Health manages to process and analyze this extensive medical data within the artificial intelligence system, which makes them be presented to healthcare professionals as actionable insights that raise the level of patient healthcare. Even though we cannot discount that Open AI has created another AI generator with substantial implications, Google DeepMind's Alpha Fold assumes a whole new meaning in computational biology following its release. It has demonstrated the unparalleled ability of AI to predict protein folding with unprecedented accuracy and speed (DigitalDefynd, 2023).

Even though those accomplishments were impressive, the prominent problems proved that the big risks and challenges that are not less can be found in the AI implementation. One case that comes to mind is when Grok, X's chatbot, misjudged tweets and reported an NBA player as a vandal to the erring authorities. It is a clear example of the possible dangers of AI-based decision-making, emphasizing the necessity of sufficient control and quality assurance (Drapkin, 2023). Similarly, the controversies surrounding Netflix's utilization of AI technology for its documentaries have made people realize that using AI involves ethical considerations and needs a transparent environment (Drapkin, 2023). Learning from such experiences further emphasizes the need to

focus on the consumer in AI projects, which makes it challenging for marketers to meet their consumer needs (GP: 25), as recent research has revealed (Thaker, 2021).

Moreover, the wide problem of data literacy will have arisen, and the need for more understanding in this area will be a strong cause of the failure of AI projects (Young, 2019). Additionally, AI in data analytics is likely to experience an increase going forward, allowing for the ability to compile, computerize, and convert large sets of data that, in turn, may help realize objective and strategic decisions (Bennett, 2025). Besides, generative AI inventions in the content creation at wide formats with customization and creative levels that have never been seen before would be possible (Deans, 2024).

The use of AI in marketing is cross-industry based, with a broad canvas of successful and unfruitful cases gained from different markets. The very fact that renewable energy can help mitigate global climate change needs businesses to position themselves as leaders in this endeavour with a holier and more regulatory approach (Surdu et al., 2020). AI, by this promotion, is the main factor in the development, innovation, improvement of the user experience, and establishment of continuous growth in the future to realize its transformative ability in a complex and highly competitive environment (Strong et al., 2022).

For a prolonged time, AI has not only stimulated discussions but also proven to be widely embraced, especially due to the rapid spread of ChatGPT, which made it a part of our regular lives and finally became undoubtedly one of the best modern technologies. In the global discussion about the role and impact of AI in the enterprise, one of the main aspects that is being considered is how this transition might change the world of work around it. In this story, the narrative is that the AI investors studied an AI investing app from Magnifi. Appraising these areas through the data harnessed from McKinsey and Stanford University's Institute of Human-Centred AI makes it easy to understand the advancement of AI integration at the domain level and its impact on the enterprise. (McKinsey & Company, 2022). AI occurs in business domains, like the phase transition of a chemical substance that can no longer be undone once the transition is done.

Contrary to the previous year, 2022 had only 2 percent growth as several American companies used AI in the end-years. This recurrent and even usage of these technologies in all sorts of business portfolios also implies a broader spread of AI across the organization. Perhaps, aligning with the economic uncertainty in the past year, AI adoption is highly directed by strategy and corporate finance functions, which might reflect a certain element of institution composition, which ultimately encourages institutions to explore resources, streamline them, and respond to market challenges. Although there is continuous growth in that industry regarding the adoption rate, many companies still do not need to leverage AI; approximately 50% of companies have yet to use it when relying upon McKinsey's findings. However, it is also true that, as Michael Chiu, a partner at the McKinsey Global Institute, suggests, that could even lead to the companies failing to develop and get an advantage. AI-orientated firms will enjoy significant rewards, such as lowered costs and augmented revenues, in a rapidly changing enterprise landscape. AI capability building will become mandatory for them since substantive benefits are realized by those who act early (McKinsey & Company, 2022).

To achieve a competitive advantage, retail companies have started implementing AI in decision-making and financial operations to gain an edge in the market. The research done by McKinsey covered all spheres of industries, finding that 43% of departments executing AI decreased expenditure because they had reported cost reductions, while 31% pointed out that the AI implementation resulted in a 10% reduction or more. However, the rising tide of the income constitution operated as follows: for 41%, it resulted in a revenue increase of almost 5%, and for 65%, similar revenue growth was registered (Stanford University, 2024). The Washington Post had Ananda Chakravarty, a vice-president of research at International Data Corporation, who indicated the advantage of AI in strategy. He elaborated on how AI can exploit vast data for price tracking, setting, and forecasting, enhancing retailers' economic competitiveness. As per the research findings McKinsey published, many companies use AI in diverse ways. In that instance, the average count of AI tools utilized rises from 1.9 in 2018 to 3.8 in 2022. Among the other AI capacities that could be implemented by 30% and 40% of companies worldwide, AI-powered

workers are considered the most common type of technology. Considering this, 34% of companies use computer vision, a subset of AI, to get meaning from visual data such as pictures and videos (McKinsey & Company, 2022).

Conversely, AI implementation through natural-language text understanding, virtual agents, and conversational interfaces has attained a 33% implementation level, proving their importance in AI adoption trends. These capabilities continue to gain traction as AI models, including OpenAI's GPT by the widespread adoption of neural networks and their rapidly increasing power as the amount of data used for training increases, ranging from GPT-3, trained on much larger datasets compared to its previous versions, to GPT-4, purportedly underwent similar training on a far larger set of data sources (Ali, 2023; Albergotti, 2023)

AI's capacity to process big data yields overwhelming benefits, especially for tech and telecom companies that believe in the strength of their cybersecurity and risk management infrastructure. AI facilitates tackling cyber security threats and data breaches that usually end shortly after that; that way, it serves to prevent risks successfully (Misra, 2023). Furthermore, among investment apps, AI could provide additional security among similar features, such as filters built to apply various criteria such as investment risks and historical returns. Through this application, investors also get an opportunity to access more secure investment platforms, thereby enhancing their financial literacy levels. Although AI technology is enhancing, its weaponization as a means of information disruption constitutes a great risk for IT workers. AI, being a part of an enterprise IT infrastructure, is feared to have made it easy for the attacks to be executed by 52 percent of the IT professionals surveyed in 2023 by Blackberry. The infrastructure sector in Africa is expected to ramp up investments in AI-driven cybersecurity solutions by the end of 2020, with at most 8 in 10 IT professionals in the sector intending to adopt such solutions. This investment shows an active approach to the risks of using this potentially transformative technology for effective cybersecurity and protection against cyber threats (Blackberry, 2023).

In 2021 and 2022, financial service businesses directed their AI adoption efforts toward gear aimed at expanding their product portfolios and improving consumer reports. Even as the method of launching new merchandise usually spans years, some banks have already started integrating AI into their operations. For example, in March 2023, The Washington Post pronounced that the Royal Bank of Canada was exploring AI's capability to expedite code generation for builders, streamlining the advent of new products (Abril, 2023). In addition, CNBC highlighted Goldman Sachs' experimentation with AI to improve coding tactics. At the same time, JPMorgan Chase launched into developing an AI-based patron product to help traders optimize their investment portfolios (Browne, 2023).

In parallel, commercial enterprise, felony, and expert services corporations are increasingly allocating assets toward leveraging AI to optimize strategic and accounting features. However, there was a fantastic decline in investments in AI gear for advertising and income, decreasing by 19%. A June 2023 study by McCulloch (2023) discovered that even though almost four in five expert services companies recognized the capability benefits of AI in their enterprise operations, an insignificant 4% had implemented it (McCulloch, 2023). Regardless of some setbacks, which include the debate related to two New York legal professionals who inadvertently submitted a criminal quick containing fictitious instances generated by using ChatGPT, some firms stay undeterred in their pursuit of AI integration (Merken, 2023). An accounting firm introduced its adoption of AI within its felony branch, with plans to discover its applications for accountants as well. This resilience underscores companies' willingness to include AI technology, spotting their capacity to power innovation and efficiency throughout diverse sectors (Merken, 2023a).

AI has revolutionized the healthcare and pharmaceutical sectors for years, with splendid players like Johnson & Johnson and Moderna utilizing AI gear to improve their COVID-19 vaccines (Park, 2021; Sturdy et al., 2022). Generative AI assists healthcare specialists in expediting the processing of patient documentation, streamlining administrative obligations, and enhancing productivity (Lohr, 2023). Furthermore, AI demonstrates notable skills in unexpectedly analyzing facts about patients and insurance claims. However, corporations in those sectors must prioritize patient

privacy and facts safety. Damian Chung, commercial enterprise information security officer at Netskope, cautioned against capability risks associated with third-party AI tools in healthcare. Talking (McGee, 2023), Chung highlighted the concerns of healthcare companies regarding the inadvertent publicity of sensitive affected person statistics, emphasizing the need for robust security features to mitigate such risks (McGee, 2023). The adoption of synthetic Intelligence (AI) in advertising varies extensively across exceptional industries. In step with the country of advertising AI record, there is a huge disparity in the consciousness, expertise, and adoption of AI in the advertising and marketing industry. For example, retail and e-commerce sectors need more AI for personalized advertising and marketing, customer segmentation, and predictive analytics. Then again, industries like manufacturing and healthcare are within the early ranges of AI adoption, mainly for demand forecasting and patient care. A comparative analysis exhibits that the charge of AI adoption in advertising is stimulated by the enterprise's financial outlook, the complexity of advertising and marketing tasks, and the supply of AI-geared-up facts (Ade Yusupa et al., 2023).

Several elements affect the rate of AI adoption in advertising across those industries. Advances in AI equipment that cause them to be handier, they want to reduce expenses and automate key techniques, and the increasing amount of AI embedded into fashionable off-the-shelf business packages are AI adoption's top factors. However, challenges often preclude its adoption, including the need for more information literacy, data privacy issues, and the costs associated with implementing AI answers. Furthermore, the success of AI in advertising is also contingent on the employer's readiness to embody change and its ability to upskill or reskill its workers to work alongside AI. As a result, while AI can revolutionize marketing, its adoption is a complicated system motivated by using many things (Bennett, 2024).

5.6 Research Gap

Though AI-based marketing plans show potential to lift the brand's performance alongside improving the customer experience, the research is yet to investigate what positioning and strategies are suitable to affect this process. Adopting existing research to understand AI's position within various marketing functions comprising segmentation, targeting, and promotion management is possible. Nevertheless, an evidence-based study around the successful introduction of AI into marketing programs is also required, which investigates the context matters such as organizational preparedness, technological foundations, and managerial support for an AI-driven change. The use of AI in an organization's process is seen as fuel for the engine as modern business processes cease to be what they used to be. Although the contribution of AI to specific sectors and industries is clear, the existing research tells us that to bridge the gaps and resolve these critical challenges, we need to remain committed to more research and scrutiny. This research primarily focuses on killer AI terminators and their impact on organizational decision-making, drawing from the literature in this thread. AI technology might have been widely adopted in organizations, but more is needed to quench the gap in understanding the necessary features for efficient use. (Pumplun et al., 2019). Investigation demonstrates that businesses are frequently unable to generate actual business value through AI by no means succeeding in realizing the expected investment returns (Shollo et al., 2022). This gap highlights the necessity of empirical research based on the data and information that would be very helpful in determining the factors influencing successful AI adoption as organizational culture leadership supports technology readiness.

One of the reasons for this not fully utilized capacity is based on simplified perceptions of interactions between AI technologies and humans that hold them as separate agents rather than complements in the value generation process (Metcalf et al., 2019). AI, however, is erroneously perceived as a mere tool for human use, and it has recently been discovered that the advancements in this area have caused the population to become dependent on the intelligence of AI systems and to see them not as tools but as agents that interact with them (Fügener et al., 2021). The growing

impact of AI in decision-making and collaboration between humans and AI presents original challenges to existing modes of strategic decision-making and the understanding of AI-human interactions in organizational contexts. This brings about the necessity for empirical studies probing into the dynamic relationships of AI with humans within organizations.

With AI technologies now seamlessly incorporated into business workflows, issues of bias in the tech's application, privacy, and data security are no longer a sideshow. The adequate use of AI faces ethical issues, which need to be backed by a full-fledged framework that could successfully err on the challenges involved. Moreover, future studies should find solutions to the AI moral problems, implications of power and influence of biased algorithms, data privacy challenges, and regulatory problems surrounding AI usage and recognition of the reliability of organizations (Bennett, 2024).

Understanding the Behavioural Theory of the Firm (BTF) is fundamental for understanding various factors involved in decision-making, and, in this respect, it becomes especially relevant in exploring the impact of AI on the collective workings of an organization (Haefner et al., 2021). However, the most noticeable thing about the past studies is that they only demonstrate the role of AI in the innovation management process and only in decision-making by assessing the nuances involved. To expand on the research techniques, the BTF theoretical framework shall be utilized to evaluate the insights, message bias, and stakeholders' interests that alter AI integration strategies. Improvising and context sensitivity characterize the BTF concept; thus, "making do" rather than optimization is BTF's recommendation (Lutz and colleagues, 2019). This practical view acknowledges that possible problems and compromises may remain after AI development. However, knowing what happens inside an organization in an AI context is more about gaining experience and might require empirical investigation. Then, we might further explore researching how organizations manage the complex environment of various stakeholders who may bring in additional demand and unpredictability due to the issue of technology and other ethical queries about what, how, and when to use AI.

The synthesis of the implication of AI adoption and the organizational decision-making process is a fascinating research point because it is multifaceted; at a point, there is a hindrance, but opportunities arise after the implementation (Bennett, 2024). Points to be improved, as aforesaid, can lead to a better understanding of how governance by AI is determined, and in the future, these issues may still prevail. AI turns out to be the cornerstone part of intelligent automation, empowering enterprises to close the distance between data and decision. With the help of this method, the scientific community will move a step forward in developing companies and fair business applications.

Section 6 – Research Methodology

6.1 The Research Onion Model

The model of the research onion, theorized by Saunders et al. (2007), is a metaphorical model that represents the levels of research techniques used in research, starting from the philosophical foundations at the base and progressively moving to the specific research techniques and methods. The peels of an onion of the philosophical assumptions, research approaches, strategies for research, time horizons, data collection, and data analyses figure its success. Researching the onion model, a systematic structure for research, allows researchers to build and execute their research with detail and organization, considering what they want to do and how it should be done. Through a consecutive and thorough investigation of research onion, researchers can improve and increase the rigor, coherence, and transparency in their research process.

6.1.1 Rationale

Davidavičienė (2018) discusses the research onion model, emphasizing the comprehensive and interdisciplinary nature of using the ring model for a study. This approach is particularly valuable for examining the intricate issues related to technology acceptance, organizational behaviour, and marketing strategies across various business sectors. By leveraging the sports lifecycle model, the researcher gains a structured framework to navigate the research process, thereby focusing on unravelling the barriers to adopting AI in marketing.

6.1.2 Philosophical Assumptions

In a research process, Devi (2017) stated that researchers can see what philosophy is guiding the study. Considering the multidisciplinary dimension of the issue, researchers may come up to achieve the practical outcomes and an ability to implicate different industrial sectors around the limitations and impacts of AI integration in marketing.

6.1.3 Research Approaches

The next step following the laying out of the philosophical assumptions is the researchers embarking on the research approach of their choice, which aligns with the research purpose (Dubey & Kothari, 2022). Based on the nature of the issue being explored, using a mixed-methods approach could be an effective strategy as it will involve both quantitative and qualitative methods, which will help grasp the depth and breadth of the hurdles hindering AI penetration in marketing.

Research Strategies

Besides the various research methods applied within the mixed-methods design, the researchers can use them to collect and study data (Dźwigoł & Dźwigoł-Barosz, 2018). For example, researchers can use sequential designs such as filling out analytical surveys beforehand to identify the issues related to AI introduction; quantitative surveys are initially conducted to identify common barriers to AI adoption, followed by qualitative interviews.

Time Horizons

Researchers can also examine the time horizons of their studies and recognize that AI adoption challenges may change over time due to technological breakthroughs, changes in the market landscape, strategic organizational strategies, or priorities. Through this temporal data, long-term

letting methods can be used to catch these changes and to help the human mind understand the dynamics of AI adoption barriers much better.

Techniques for Data Collection

The data collection techniques will mainly depend on the choice of research design and methodologies (Gupta & Gupta, 2022). Therefore, relevant data can be obtained through an online survey, semi-structured interviews, or focus group discussions. Such methods will be adapted for the specific target community, and the data-gathering processes will be subject to reliability and validity checks.

Methods for Data Analysis

Subsequently, academics discover the most effective ways to analyze and interpret the data based on their research objectives and the data features (according to Igwenagu, 2016). These numerical data from surveys can be analyzed quantitatively using statistical methods. In contrast, qualitative data from interviews can be observed by deploying thematic analysis or narrative interpretation approaches to identify the recurring patterns and themes behind the bans.

6.1.4 Research Philosophy

The Research Philosophy includes the fundamental ideas and assumptions that form the foundation of the methodology used by a researcher to come up with research findings, interpret the data, and finally complete the research (Kapur, 2018). It acts as a reference point that affects how researchers view reality, dictates the nature of knowledge, and determines the methods of gaining knowledge in their study area. Kumari et al. (2023) stated that positivism, a philosophy belonging to the 19th century, claims that the only genuine knowledge acquired is scientific knowledge derived from the experimental observation and quantification of phenomena. Positivism emphasizes objectivity,

quantifiability, and applying scientific methods to find universal laws of relationships among natural and social phenomena. It involves the belief in an independent world as an objective reality, which can be discerned via a non-subjective process of observation and experimentation. Classical researchers focus on hypothesis testing, quantitative data analysis, and verifying causal relations to provide objective and valid information for general reading.

Contrary to that, the Interpretivist philosophy, known as constructivism or anti-positivism, rejects the idea of an "objective reality" that can be studied independently of a human consciousness. Interpretivists formulate the idea that individuals produce their subjective meanings and interpretations of their social surroundings, which are, in turn, influenced by the culture, history, and the situation in which they are placed (Mahuika & Mahuika, 2020). Hence, research should investigate and appreciate the individual cultural elements of the people in the given case. Interpretive techniques, like qualitative research methods, depend mainly on subjective understanding, in-depth exploration, and the generation of context-bound knowledge through interviews, ethnography, and discourse analysis.

According to Mahajan (2018), pragmatism philosophy focuses on the practical outcomes of ideas and actions. Pragmatists stand against the sharp split of theory and practice by emphasizing experimental and solution-based learning. For the researchers, pragmatism dictates that they should use the most appropriate research methodologies, which are responsive and capable of answering research questions and producing desired outputs. On the contrary, pragmatist researchers do not follow any philosophical position faithfully. Instead, they tend to bring in several different methods from both positivist and interpretive traditions to make their methodology most effective for a given situation.

Rationale for using Pragmatism Philosophy

The rationale for using pragmatism philosophy is that it takes place whenever the issues obstructing the adoption of AI in US marketing industries are explored using a practical and problem-solving approach. The paradigm of pragmatism makes it the priority of the researchers to use their practical knowledge to formulate and adapt methodologies that can fit the needs of many different industrial sectors (Mukherjee, 2019). This entails emphasizing the ground outcome and relevance as the investigators can develop user-focused insights to tackle the impediments to AI adoption for marketing agencies. Moreover, pragmatism Favors interdisciplinary collaboration, thereby unlocking the potential of gaining the essentials from different fields, such as marketing, technology, and business, to create unified solutions that solve everything. These applications, in turn, provide a combination of results that are not merely practically sound but also crucial for industry workers.

6.1.5 Research Approach

According to Nayak and Singh (2021), the research approach refers to the step-by-step and structured way researchers design a study to answer identified research questions or objectives. This paradigm involves the entire data collection and analysis procedures from start to finish, including the interpretation of the outcome. Analysed into different research techniques, deductive and inductive approaches are two common methodologies, each with its own characteristics and uses. The inductive manner moves from the general theory to observations or examples to conclude. In contrast, the deductive methodology follows the opposite route, which begins with a general hypothesis and arrives at specific observations to support the theory. This efficacy is based on the positivist approach, the main idea of which is that values and theories are verified through empirical analysis (Opoku et al., 2016). Deductive reasoning is when researchers start with a theoretical basis or a knowledge system from which they build hypotheses or predictions based on this theoretical system. Based on these hypotheses, quantitative analysis tools, including experiments, surveys, or statistical analysis, are used to test ideas empirically. For instance, in an example about the use of AI adoption in marketing across

different industries, the general hypothesis that perceived usefulness and organizational readiness should result in a positive influence of AI adoption in marketing teams can be formulated. Such supposition stems from the current theories in technology adoption and organizations' behaviour. Following the abovementioned strategy, it is necessary to base it on data to confirm or refute the initial hypothesis. If the obtained results are consistent with the theoretical framework, it is evidence for independence from the perspective of the given theory (Ørngreen & Levinson, 2017). On the other side, if the data do not support the assumption, it requires rethinking the whole theory, or in some cases, it may result in the advancement of new theories. The merit suggested for the deductive method is its systematic pattern and structure of hypothesis testing and theory building, which are advantageous as they provide easy and well-organized use.

Moreover, deductive research nearly always generates quantifiable data that can further be interpreted using statistical methods, giving more objectivity and reliability to the conclusions. In contrast, the inductive approach follows a bottom-up logic, starting from specific observations or patterns and moving towards generating broader theories or generalizations. According to Pandey and Pandey (2021), inductive reasoning is common in qualitative research, emphasizing understanding phenomena in their natural context and exploring new insights or perspectives. Inductive research begins with collecting and analyzing empirical data without preconceived hypotheses. Researchers immerse themselves in the data, looking for recurring patterns, themes, or relationships that emerge from the observations. Through iterative analysis and interpretation, researchers identify underlying concepts or constructs and develop theoretical explanations to make sense of the data (Patel & Patel, 2019; Snyder, 2019).

Reason for using inductive approach

Using an inductive approach to investigate the challenges hindering AI adoption in marketing across different US industries offers several advantages. It allows researchers to explore the topic with an open mind, without preconceived hypotheses, enabling the emergence of novel insights and perspectives directly from empirical data. Researchers can capture the diverse experiences, perceptions, and contextual factors influencing AI adoption through qualitative methods such as interviews, observations, and document analysis. By immersing themselves in the rich, nuanced

details of real-world phenomena, the inductive approach facilitates a deeper understanding of the complexities surrounding AI adoption in marketing, leading to more comprehensive and contextually grounded findings.

Research Method

Research design stands for the entire structure or scheme that covers all the steps and stages, how researchers will implement the study, and what type of technique, methods, and techniques they will use to collect and analyze data (Thomas, 2021). It is a roadmap of the entire research process, which includes various tasks and decisions that should be made based on scientific data, and they should be made in a well-organized and rigorous way. Qualitative, quantitative, and mixed-methods research designs are some of the many studies designs available, and each has unique features that serve specific functions. Qualitative research design is unique because of the attention it gives to natural settings and the people who live in them as they explore the meaning, perspectives, and experiences of these individuals. It is, therefore, common to find researchers employing this method to gain an understanding of complex social phenomena like subjective experiences, culture, and so on. At the same time, qualitative research tools comprise methods like analysis, interviews, focus groups, observation, and content research (Zangirolami-Raimundo et al., 2018).

On the other hand, quantitative research designs usually use a structured and often closed-ended approach, which enables them to obtain and analyze data that is organized thoroughly and to the point. In qualitative research, the selection of the sample either specializes in the purpose of sampling or snowball selection, which depends on the strength of the experiences of the individual. Qualitative research design aims at developing a deeper understanding of the research topic, as it pertains to the exact circumstances in which phenomena occur, that enables either theoretical development, hypothesis generation, or practical problem solving (Zhang et al., 2023). Qualitative data is often presented in a narrative form by naming exact words, descriptions, or themes to explain the depth and richness of the information.

While qualitative research design focuses on the collection and analysis of qualitative data to verify patterns or deem relationships between variables, its counterpart, quantitative research design, is concerned with the systematic gathering and analysis of numerical data to try out hypotheses or establish a relationship between variables (Davidavičienė, 2018)—positivist tradition emphasis on objectivity, generalizability, and the method of statistical analysis. The number of research methods counts on the structured instruments that could assume surveys, experiments, or even standardized tests for data, gathering it from a huge sample of participants. In population qualitative research, the sampling usually occurs randomly or stratified, offering a representative and trustworthy sample for the results.

Devi (2017) stated that, unlike qualitative research design, quantitative research design uses a deductive approach where specific hypotheses or research questions are formulated upon either confirming existing theories or testing empirical data. Data can be gathered using a well-structured framework, which enables exact measurement and statistical investigation. The results are shown using tables, graphs, and statistical tests, which allow for illustration of the regularity distribution, trends found, and existing links. The fundamental purpose of the quantitative research design is an objective measurement of facts and findings that can be generalized across time, place, and groups (Kapur, 2018). These findings may be used to make projections that can be used in decision-making processes or may help in theory testing and development. A quantitative approach is commonly used in areas of knowledge like psychology, sociology, or economics, where numbers tend to be the subject of various statistical analyses.

In mixed-methods research approaches, links through both qualitative and quantitative methods are discovered by the researcher, who utilizes methods that highlight the strengths and minimize the weaknesses of each approach. This method will be particularly favourable when researchers want to have a complete spectrum of complicated issues or when different sources of data are looked through (Mohajan, 2018). Unlike the traditional research design, which mostly involves quantitative or qualitative data, mixed methods adopts both qualitative and quantitative data

collection and analysis techniques that can be used simultaneously or in a succession model to enhance each other. Such as a researcher can determine the experiences and views of the participants using qualitative interviews, and then it becomes quantifiable through the conduct of a questionnaire to determine the prevalence of certain behaviours found in the qualitative stage.

The mixed-research approach design provides an array of advantages, such as standards of validity, comprehensiveness of the inquiry, and the extent to which different sources of data support observations. Researchers can obtain a high level of comprehension of the research area through the combination of the two research approaches (qualitative and quantitative research); with the use of qualitative and quantitative research, a researcher can gain an understanding of the breadth and depth of the research area (Mukherjee, 2019). A note on this point: the design of research makes an important impact on the whole research process, from data collection to data analysis and interpretation. Human researchers are different from the methods since the qualitative research design adopts an exploratory approach. On the other hand, the quantitative research design capitalizes on using statistics and numerical data (Devi, 2017). The mixed-method design is a hybrid option integrating both approaches to illuminate complex phenomena. Every design has a corresponding strength and limitation. Therefore, researchers must carefully consider the research question, objectives, and resources required to make an informed decision about what design to employ.

Rationale for using Mixed Method Design

By involving a multi-method approach that will include surveys and interviews in the analysis, such barriers to AI adoption for marketing purposes across different US industries have several benefits. To begin with, surveys enable the gathering of quantitative information based on a set of marketing practitioners from different spheres and diverse groups of people in the industries. Such quantitative data enables one to learn if and where there are barriers to AI adoption, thus can be used to make analogies and discover relationships and associations. Besides, surveys indicate the magnitude of the role of components like the organization's preparedness, perceived usefulness of AI, or resource crunch in marketing professionals' AI adoption impediment.

Through the realization of questionnaires to a wide range of customers, researchers will be able to ensure the validity of their findings and that they are representative and generalizable for a multiplicity of industries, contributing to the overall picture of barriers to AI adoption (Snyder, 2019). Contrary to this, interviews allow the quest for the qualitative facets of why concerns about AI installation in marketing are growing. By conducting in-depth interviews with a certain section of survey participants or industry experts, researchers can dig deeper into this issue to understand why this problem occurs, the contextual factors, and the perspective behind the adoption barriers of AI.

An interview is primarily intended to let the respondents provide their supporters, views, and understanding in their own words, which makes the data more connected and relevant to the results of the surveys. Researchers conducting interviews can unearth hidden and unprecedented barriers, and they can spot recommendations or even discover the most effective practices that were discovered to help marketers overcome the challenges of introducing AI. Moreover, this allows investigators to use the triangulation of findings, which integrates the outcomes from surveys and interviews, thus increasing the study's credibility. Integrating findings between surveys' quantitative data and interview qualitative data, researchers will verify their findings, identify tendencies (most often, these tendencies converge or separate), and reach a more satisfying volume of information on AI implementation in marketing inside various industries.

6.1.6 Research Design

Research investigation involves a well-planned inquiry process that researchers conduct to address the challenges experienced and to understand the question and problem. Based on the characteristics of the research problem and the purpose of the study, investigators might press for various types of research investigations, including descriptive, causal sex, planetary, and exploratory investigations (Thomas, 2021). Each research technique is, therefore, specialized to fill a particular need and leverages its specific approaches and techniques to attain the desired outcomes.

A descriptive study anticipates a phenomenon or population's features, attributes, or conditions. As a fact-finding type of analysis, this kind of investigation strives to identify and explain "what," "who," or occasions through a detailed summary or overview of the subject in focus. Qualitative research usually exists to provide either baseline data or patterns or trends over time. Kapur (2018) stated that methods employed in descriptive investigation are surveys, observational studies, and collecting information from archives. Surveys include data gathering from a representative group using questionnaires or interviews, and the data above regarding the specific attributes, attitudes, or tendencies will be provided. Observational studies involve detailed observation and recording of occurrences at a specific time and place. At the same time, archival research studies relevant documents, reports, or records for historical inquiry (Mohajan, 2018). For instance, the investigation may be based on conducting a survey of AI in marketing across sectors and asking marketing professionals about their existing AI adoption level, the kind of AI technologies used, and how the job is done. Their perceptions of the benefits and challenges related to the technology are of great interest. Nayak and Singh (2021) stated that investigation aims to determine causal relationships or explanations that connect the cause and consequence. Such an investigation, namely, gives an insight into more of the causes of the occurrence of a given phenomenon rather than just a description of it. Describe (declare) explanatory research as methods through which a person answers questions about "how" and "why" to unravel the links between variables and give a meaningful theoretical explanation for the details. Descriptive research conducts experimental or quasi-experimental designs and digesting data through regression analysis or structural equation modelling. Davidavičienė (2018) stated that experimental designs mean manipulating independent variables and measuring the effects of the dependent variables that prove one caused the other.

On the other hand, quasi-experimental designs refer to comparing groups derived from the naturally differing independent variables that the people of interest are. Taking the case of AI adoption in marketing, explanatory research shall further involve doing experiments or a longitudinal study to determine the effects of organizational factors such as leadership support or

resource availability on AI technology usage to market the growth of an industry. Devi (2017) stated that exploratory research is an approach that focuses on exploring new unknown areas of inquiry where assumptions are not well-known or formulating hypotheses for further investigation. Such studies are prevalent due to their adaptability, acceptance of new ideas, and eagerness to explore unknown areas. Exploratory research is usually conducted when not many know about a certain phenomenon or when researchers simultaneously strive to obtain a profound understanding of complex or poorly understood ones. The exploratory research strategies involve the studies of literature, case studies, sophisticated group discussions, and in-depth interviews. Literature reviews involve looking critically at the current research with the help of an in-depth study and categorizing the literature according to inconsistencies, emerging trends, or gaps in the literature (Dźwigoł & Dźwigoł-Barosz, 2018). Case studies consist of detailed research of specific cases to unearth insights or trends unique to that case. At the same time, in focus groups and in-depth interviews, interviewees communicate his/her perspectives, experiences, or attitudes in his/her own words. Igwenagu (2016) noted that descriptive inquiry mostly deals with describing the features or behaviours of a particular phenomenon. In contrast, explanatory inquiry attempts to identify the reason or causes, and exploratory inquiry usually brings new terrains of inquiries and gives new insights.

Rationale for using Explanatory Investigation

Conducting an explanatory investigation during this research is characterized by its numerous advantages. On the other hand, this topic, by its nature, implies a cognitive grasp of the component processes and causes that eventually influence AI implementation in different fields, requiring research that goes beyond a mere description to detect the factors driving or hindering adoption according to (Kumari et al., 2023). Causal analysis research involves discovering and explaining the links and dependencies between different factors and adopting AI technologies in marketing. Through experimentation and data analysis, the researchers can recognize the most crucial design, technology, or environmental attributes that impact the use of artificial intelligence. For example, researchers may perform research and determine how different variables like organizational culture, leadership support, or legal regulations might influence the

ability of firms to adopt AI in marketing. The explanatory investigation enables researchers to draw attention to the cause-and-effect relationship between independent and dependent variables, which helps to promote AI adoption in marketing. Based on experimental or quasi-experimental designs, the researchers can introduce some variables that can be manipulated (Mahuika & Mahuika, 2020). These include top-level collaboration, technical assistance, and availability of resources, among others, while studying the impacts on AI adoption outcomes. A research method that is explanatory aids in theory-building as it explains some theories that are observed to be in existence (Mukherjee¸, 2019). By examining hypothetical models or frameworks derived from pre-existing literature, researchers can either validate or improve theories related to technology acceptability, organizational behaviour, or marketing strategy. For example, scholars may build on widely accepted theoretical models, such as the Technology Acceptance Model (TAM) or the Diffusion of Innovations theory, to form hypotheses on the factors that influence AI adoption in marketing. Such hypotheses can be tested and verified empirically. Both educative investigation and analytical information are two actionable data sources that can be utilized to make evidence-based strategies and interventions to address impediments to AI employment in marketing (Pandey & Pandey, 2021). Evaluative investigations are key in developing efficient approaches to increasing AI acceptance in marketing among various industries. Researchers may trace the origins of adoption difficulties and then enumerate some decisive proposals for businesses/policymakers and industry stakeholders. These suggestions might involve policy reforms, improving the infrastructure or training, and formulating industry norms and best practices to enhance AI usage.

Data Type

Now proceeding into the primary data field, it includes information that researchers or organizations partake in for research purposes which was recently collected by them. This information is normally collected through either direct integrative conversation with respondents or data sources by astray, trials, observations or interviews (Snyder, 2019). Direct data is pertinent to the research in so much as the question to be answered or the problem that needs to be investigated, it gives insights that directly reflect the research objectives. Some of the primary

data collection techniques include, for instance, conducting surveys to obtain responses or experiences, performing experiments that test hypotheses under the controlled conditions, or observing phenomena in natural settings, or talking structured interviews to gain relevant information about specific topics. Though it is the most reliable and precise kind of data, acquiring the primary data is normally the most difficult and costly of the researcher's efforts. Primary data is information that is collected and used by the researcher for the first time (in the research) while secondary data is pre-existing data that someone else has collected and already published (Zangirolami-Raimundo et al., 2023). As part of the research procedure, the researcher will obtain data from the published literature, government documents, industry reports among other online data bases. The comparison data is like a nice tapping point for the researchers, and it helps in examining a lot of data from different aspects, angles, and times. Scientists may use secondary data to supplement primary data or conduct secondary analysis of secondary data to explore new questions or re-evaluate known outcomes. On the other side of the coin secondary data could have the following limitations including probability of bias, inconsistency across sources, or not being specific enough to a context of the researcher. On the other hand, the ability to acquire and have access to primary data is what makes secondary data an unfailing asset of research and decision-making processes in different sectors (Pandey, and Pandey, 2021). Original findings, collected for a given research purpose and directed towards objectives by which it provides perspectives, on the other hand, are resource demanding when it comes to the acquisition process. Contrary to that, the secondary data, which is derived from the existing sources, provides researchers with the massive bulk of the information they can utilize secondarily for the analytical purposes or contextual understanding, although it has the possible constraints (Thomas, 2021). Knowing these principles is utmost for researchers, analysts and decision-makers to use data successfully in their related fields, thus assuring research adequacy and a process of decision-making that is based on information.

Rationale for using primary Data

Real data analysis for marketing industry AI challenges in the US pars benefit the depth, relevance, and reliability of the research findings. Conducting primary data collection has added

much flexibility and tailored the inquiry to the most convenient level for researchers who want to specifically refer to the peculiarities and intricacies of the target industries and organizations within the US. Collaborating with marketing professionals, brand marketers, and decision-makers will allow researchers to learn firsthand the issues, edges, and constraints hindering AI provocation in marketing within different industries.

Through primary data collection techniques, including surveys, interviews, and groups, researchers can tailor the research instruments to the exact research purposes based on industrial environments and contexts. Here, framing carefully constructed questions that probe deeply into the factors affecting AI adoption, including organizational barriers, technological constraints, regulatory issues, and cultural matters, comes to position (Zhang et al., 2023). Through primary data collection, the researcher can instantly collect up-to-date data on AI implementation trends, challenges, and ways to approach the situations with the US marketing scene. Through collaborating with representatives of several industries, researchers get the ability to capture the real-time perception and reactions of the experts and trek the findings so that they reflect the latest developments and the secrets of the AI marketing field that is running fast.\

Data obtained from first-person interviews is likely more valid and reliable than sources of the second or third order because the first-person sources enjoy direct personal access to the data being discussed. Through direct interaction with key stakeholders, researchers can ensure that set data is correct, any ambiguity is addressed, and bias is minimized to amplify the credibility and legitimacy of the research evidence produced. Exploring the research via primary data collection, such as interviews and focus groups, enables the researchers to be more inclined to the 360° nature of the AI adoption barriers among different industries. By gathering different types of information and perceptions about the entire barriers to the problem from the different sector's stakeholders, scholars can understand all the barriers at one go and the industry-specific challenges; thereby, they are armed to develop precise recommendations and proposals.

Data Collection Method

According to Patel and Patel (2019), one common data collection method is surveys, which involve administering structured questionnaires or interviews to individuals or groups to gather quantitative or qualitative data on their attitudes, opinions, behaviours, or experiences. Surveys can be conducted through various channels, including paper-based forms, online platforms, telephone interviews, or face-to-face interactions, depending on the target population and accessibility considerations. Surveys offer a cost-effective and efficient means of collecting data from a large and diverse sample, enabling researchers to quantify trends, patterns, and associations within a population.

Another prevalent data collection method is observations, wherein researchers systematically record and document behaviours, interactions, or phenomena within natural or controlled settings. Observational studies can be structured or unstructured, depending on the degree of researcher involvement and the level of detail required (Snyder, 2019). Techniques such as participant observation, structured observation, and ethnographic observation are commonly used to collect observational data in fields such as anthropology, sociology, psychology, and education. Observations provide valuable insights into real-world behaviours and dynamics, offering rich qualitative data that complements survey findings and enhances understanding of complex phenomena. In addition to these traditional methods, interviews represent a versatile data collection approach to elicit in-depth insights and perspectives from individuals or groups through structured, semi-structured, or unstructured conversations. Interviews allow researchers to explore complex topics, clarify ambiguities, and probe deeper into participants' thoughts, feelings, and experiences (Zhang et al., 2023). Techniques such as one-on-one interviews, focus group discussions, and expert interviews are commonly employed to collect qualitative data in market research, qualitative research, and program evaluation. Interviews offer flexibility in data collection, enabling researchers to adapt their approach based on participant responses and emergent themes, thereby enriching the depth and breadth of qualitative data.

Rationale for Using Survey Questionnaire and Interview

In the following study, the researcher used questionnaires for interviews and surveys to collect the needed information. The rationale for using a questionnaire for interviews and surveys is that it is one of the most efficient instruments to collect data from many respondents. In addition, the researcher has developed a survey on Google Forms based on the Likert Scale, which comprises five options: strongly disagree, disagree, neutral, agree, and strongly agree. Secondly, the researcher has used semi-structured interviews to collect the primary qualitative data required to obtain the study goals.

Target Audience and Sampling

The target audience for this study includes CMOs and AI thought leaders from different industries. These respondents will be recruited online via social media platforms like Facebook and LinkedIn. The sample size for the online survey is 110, including male and female. The semi-structured interviews were conducted with 10-15 respondents. In terms of sampling, the researcher has used the snowball sampling technique to recruit the respondents. The rationale for using snowball sampling is that it can be a selective and productive tool for distinguishing the obstacles influencing AI implementation in US marketing from different industries. Specifically, the first step in using this method is to recognize individuals who might be experts or possess experience in the field. It would help if you recruited other people through their networks by giving referrals. AI implementation in marketing is a specialized and quickly developing industry that can be understood by experts and specialists with first-hand experience in using AI technologies. The snowball sampling approach enables researchers to know the ties and contacts of an initial group of participants with a solid background in AI-based marketing, devices, and problems. Using these networks, researchers can capitalize on a broader and more varied participant pool with mind-bending knowledge and perspectives, enriching the effect and relevance of their research. Trust and rapport formation with respondents are the fundamental factors providing access to genuine and thoughtful comments regarding AI adoption in marketing. Snowball sampling ensures that the engaged participants are invited through endorsement by trusted contacts in their professional connections network. Trust and social

capital inherent in snowball hiring help boost the community members' openness to discuss, face to face, the experience they have had while adopting AI in marketing. Also, while within the trusted networks, participants could feel much more comfortable providing sensitive or confidential data, which, therefore, forms a deeper insight into the phenomenon of AI penetration into the marketing field of every industry.

When it comes to marketing, the practices and challenges vary a lot in different industries, and this calls for an adaptive sense of how the contextual factors affecting AI adoption work in the situation. The snowball sampling method facilitates researchers who access a broad mix of views by using social networks spread among different sectors such as retail, healthcare, finance, technology, and manufacturing. Through purposely assessing referrals from representatives of different industries and organizational contexts, the researchers gain a holistic view of the headaches, advantages, and contextual circumstances that damage AI adoption in marketing among the different industry patches in the US.

Data Analysis

Data analysis is a systematic methodology for taking, cleaning, transforming, and understanding data to derive meaning, patterns, and trends. It involves using different statistical, mathematical, and computational methods to transform unorganized data into useful knowledge, which helps analysts, researchers, and managers to make data-driven decisions and gain benefits based on the evidence. One of the most fundamental types of data analysis is descriptive analysis, which is the summation and description of the core features of a dataset. The process involves computing the measures of central tendency (for instance, mean, median, and mode), measures of dispersion (for example, variance and standard deviation), and distribution measures (such as histograms and frequency tables). As we know it, descriptive analysis covers general data points to pick out the prominently occurring patterns, discover the outliers, and detect the trends without making any inferences or predictions. Thematic analysis is the qualitative data analysis technique applied to identify, analyze, and interpret the patterns or themes found in the textual or qualitative materials. It refers to sorting and classifying data using different symbols and codes

and giving them names representing recurring patterns, ideas, or concepts (Davidavičienė, 2018). With thematic analysis, researchers can easily gain insight into the contextual and inherent meaning of the given data, mapping various hidden patterns and remarkable things. However, it is applied in fields such as psychology, sociology, and anthropology, e.g., while interpreting interview scripts, questionnaires, or open-ended questionnaires.

Rationale for using Statistical Methods and Thematic analysis

As a starting point for summarizing the data, descriptive analysis is a valuable tool to describe major characteristics obtained from questionnaires. It is also important to employ descriptive statistics such as measures of central tendency (mean, median, mode) and dispersion (variance, standard deviation) and graphical representations of the survey responses, for example, by using histograms, frequency distributions, etc. This precision would enable researchers to identify and measure associations related to adopting AI marketing across different industries. Descriptive analysis allows quantitative methods to study key factors like the occurrence level of certain problems, AI usage intensity, and industry-wise variances, which helps the researchers summarize the survey crisply and understandably by quantifying the data. On the other hand, thematic analysis is used to analyze the qualitative data derived from the semi-structured interviews. The thematic analysis offers an enriching vantage point from experts and the minds of thinkers in the industry on the difficulties facing the adoption of AI in marketing. The thematic analysis draws on the recurring coding and categorization of interview transcripts based on topics, concepts, or ideas about which they are related (Igwenagu, 2016). This helps the researchers to identify common patterns, trends, and insights in their qualitative data. This qualified approach enables a profound analysis beyond the factors that hinder AI adoption, such as organizational barriers, technological hurdles, regulatory issues, and cultural stereotypes. Through thematic analysis, researchers get into the depths of the matter to see how the adoption of AI technology for marketing purposes varies in different industries, coming up with appropriate sellable positions that complement the data from the questionnaire. \

By adopting a traditional mixed-methods approach, researchers can avail themselves of both the strengths of quantitative and qualitative data analysis (i.e., descriptive and thematic analysis integration). Therefore, these different approaches created a triangulation of the results in which numerical survey data was empirically interpreted and further enriched with the qualitative insights securely obtained through the interviews (Mahuika & Mahuika, 2020). Through data triangulation, researchers can falsify the information, get more views on the issue, and come up with the full picture of the problems impeding AI adoption in marketing in the US, including all industries.

Ethical Considerations

The ethical necessity of any research project is fundamental, particularly when it touches upon human participants or delicate themes like AI implementation in marketing practices. The study illustrated that a few ethical issues must be considered, such as the subjects' rights, safety, and privacy, which must be protected throughout the research process. Informed consent should be at the heart of all research and ethical considerations. As a preliminary condition to being part of the study, all participants should be provided with accurate and comprehensive information covering research objectives, procedures, risks, and benefits. Such material should be represented to be easy for the program participants to follow. Consent should be voluntary—meaning people are free to refuse involvement or withdraw from the study with no aftermath ramifications.

More importantly, confidentiality and anonymity must be protected. The participants must be informed that their responses will be treated as personal and confidential and only be used for research purposes. In the study, personal details about all the subjects should be anonymized to ensure their confidentiality. Researchers need to be very careful when storing and securing data transmission to make them less exposed to leaking or unauthorized access. Besides that, researchers should warrant the welfare and security of participants during the whole scientific procedure. We will find ways to level out any possible risks or inconveniences that may question the candidates' participation. As another instance, researchers should screen and offer alternatives

to study participants affected by the emotionally challenging and sensitive themes studied. In addition, investigators must always consider power relations and never turn their backs on coercing or abusing participants in their experiments.

Data gathering and sampling decided to be conducted honestly. Disclose the snowball approach to the participants and alert them to how the referrals may impact the recruitment of new participants. Along with this, researchers must be honest in their explanation of the purpose and methodology of the study to inform participants of what they are going to do. Moreover, the researchers must follow ethical rules and regulations derived from professional organizations and IRBs who oversee the processes. Consequently, seeking approval from the IRB or ethical committee should be the first step before the research is carried out, especially if human subjects are involved. In addition to disclosing any possible conflicts of interest or biases, researchers must do it transparently as they might bias the research process or outcomes. Finally, the researcher should emphasize the creation of factual and non-biased findings and the dispersion of these results. The case would be truthful and impartial reporting of the study results, not embellishing or distorting them. In addition, researchers should also recognize the role and contributions of the participants in the study and give them the due credit.

Section 7 – Survey Results and Analysis

This chapter takes a closer look at the more nuanced details and analysis of surveys and interviews with various marketing professionals across various industries within the United States of America. The main research question of this research was to understand the current state of marketing practices, including the degree of AI implementation, the main difficulties encountered, and the process of transitioning to successful AI implementation. From respondents' experiences and deploying their professional knowledge, the most prevalent recommendations and key strategies to enhance the implementation of AI technologies for marketing applications were revealed through surveys and interviews. By stressing goal definition and data quality improvement alongside framer training and culture change, experimentation, and ethical values, these recommendations provide clear and practical advice for organizations wanting to adopt AI to help them unlock marketing's full potential.

Survey Results and Analysis

This section presents key survey findings of survey results to ascertain the extent of AI implementation within the marketing department. Results of the survey provide insights into the viewpoints, challenges, and plans for future AI integration into marketing strategies across many industries and professions. The participants' demographic data is broken out in great depth in the first portion of the chapter.

Table 1: Current Organization using AI within the overall Marketing function

On a Scale of 1-10, How do you rate your current Organization using AI within the overall Marketing function (like lead generation, lead qualification, content creation, telesales, customer conversations, emails, natural language processing, 5, and 6) FYI - You or your organization will not be quoted on individual ratings					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	11	10.0%	10.0%	10.0%
	2	27	24.5%	24.5%	34.5%
	3	19	17.3%	17.3%	51.8%
	4	15	13.6%	13.6%	65.5%
	5	18	16.4%	16.4%	81.8%
	6	13	11.8%	11.8%	93.6%
	7	2	1.8%	1.8%	95.5%
	8	4	3.6%	3.6%	99.1%
	9	0	0.0%	0.0%	99.1%
	10	1	0.9%	0.9%	100.0%
	Total	110	100.0%	100.0%	

The study indicates that most businesses are just starting to use AI. 10 percent of respondents rated it on a 1 out of 10 scale, and their organizations use AI within the overall marketing function, a 2 out of 10 rating from 24.5 percent. 17.3% of all ratings were assigned the third position, which positioned it as the second most popular rating in total. Whether the business has successfully used AI, this grade implies that there is still room for growth and development. A somewhat even distribution of answers is shown by the fact that 13.6% of the whole sample rate themselves four stars, and 16.4% rate themselves five stars. We find that the business has effectively used AI in its marketing plans. Besides, it seems that they are generally progressing significantly in AI. Remarkably little— 18.2% of the total population, respectively—respondents rated it a six or above. These assessments make one think the business is knowledgeable about AI, has integrated it into its processes, and is effectively using it in its marketing efforts.

Table 2: Where do you see your current Organization will AI within the overall Marketing function in the next 12 months

On a Scale of 1-10, Where do you see your current Organization will AI within the overall Marketing function in the next 12 months FYI - You or your organization will not be quoted on individual ratings					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	10	9.1%	9.1%	9.1%
	2	16	14.5%	14.5%	23.6%
	3	25	22.7%	22.7%	46.4%
	4	16	14.5%	14.5%	60.9%
	5	15	13.6%	13.6%	74.5%
	6	13	11.8%	11.8%	86.4%
	7	4	3.6%	3.6%	90.0%
	8	9	8.2%	8.2%	98.2%
	9	1	0.9%	0.9%	99.1%
	10	1	0.9%	0.9%	100.0%
	Total	110	100%	100%	

According to the study's findings, 46.4% of respondents rated their company's use of artificial intelligence in marketing as 3 or below. From this score, they anticipate significant advancements in the application of AI over the following year. This score is likely the result of many companies researching the potential applications of artificial intelligence and making significant efforts to integrate it into their marketing strategies. Ratings of four are ranked second in popularity, comprising 14.5% of the submitted ballots. Although there is always room for improvement, this grade signifies that the organization has made significant progress in implementing artificial intelligence. A relatively even proportion of respondents (13.5% for ratings of five and 11.8% for ratings of six) provided ratings of five or six. The data indicates that the company has effectively implemented artificial intelligence (AI) in its marketing initiatives, as evidenced by the considerable success of these advertisements. The proportion of participants who provided ratings of seven or higher was significantly reduced, amounting to 10% of the total responses.

Table 3: Which Area of Marketing do you see the AI efforts will go for your organization in the next 12 months

1. Lead generation and Qualification
2. Content creation (Gen AI)
3. Telesales (Call Screening, Disposition, LIVE Listening and Dispositions on CRM)
4. Customer conversations (Chat Bots, Emails, NLP)
5. Recommendation engines
6. Analytics
7. Other:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	5.5%	5.5%	5.5%
	1, 2	1	0.9%	0.9%	6.4%
	1, 2, 3, 4, 5, 6	1	0.9%	0.9%	7.3%
	1, 2, 6	2	1.8%	1.8%	9.1%
	2	28	25.5%	25.5%	34.5%
	2, 3	1	0.9%	0.9%	35.5%
	2, 3, 4, 6	1	0.9%	0.9%	36.4%
	2, 4, 5	1	0.9%	0.9%	37.3%
	2, 5	3	2.7%	2.7%	40.0%
	3	22	20.0%	20.0%	60.0%
	3, 4, 5, 6	1	0.9%	0.9%	60.9%
	3, 4, 5, 6,	1	0.9%	0.9%	61.8%
	4	18	16.4%	16.4%	78.2%
	4, 5	2	1.8%	1.8%	80.0%
	5	18	16.4%	16.4%	96.4%
	5, 6	1	0.9%	0.9%	97.3%
	6	3	2.7%	2.7%	100.0%
	Total	110	100%	100%	

Based on the study results, " Content creation (Gen AI)" emerges as the marketing area where firms anticipate AI to have the most influence in the next year (34.5%). This cohort included one-third of the survey respondents. It is expected that the use of AI will be critical in generating content (both written and visual) will be of highest usage. Following this, Artificial intelligence (AI) expected to enhance "Telesales" (24.5%) "Customer Conversations" (22.7%) and "Recommendation Engines" (25.4%) with similar scores. Given that "Leadgen" and "Analytics" have earned 9.1% and 9.0% of the overall ratings, respectively, it is safe to conclude that these artificial intelligence applications is / will be used mostly in content generation, followed by process improvement demonstrating that AI is looked at as a Standalone business problem solver rather than an Integrated solution provider across several functions.

Table 4: How your organization's AI initiatives are setup

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
We have separate committees / resources dedicated to AI efforts	18	16.4%	16.4%	16.4%
We use AI to the extent of the tools we use (like built-in AI within Salesforce, Photoshop AI etc)	30	27.3%	27.3%	43.6%
We have Agencies and they use AI. We don't really have direct efforts	37	33.6%	33.6%	77.3%
We don't push AI as an Agenda as much	24	21.8%	21.8%	99.1%
Others	1	0.9%	0.9%	100.0%
Total	110	100%	100%	

It has been found that 16.4 percent of respondents commented that they have separate committees/resources dedicated to AI efforts in their organizations, whereas 27.3 percent of respondents said that they use AI to the extent of the tools they use (like built-in AI within applications like Salesforce Einstein, Photoshop AI, etc.). On the other hand, 33.6 percent of respondents stated that the Agencies they use for marketing efforts use AI, and they do not have direct efforts. 21.8 percent of respondents said they do not push AI as an Agenda as much.

This clearly shows that more than 80% of the Organizations do not have an AI roadmap in place.

Table 5: Main Barrier as Lack of Awareness of available tools and solutions and their benefits

What are the main barriers to the adoption of AI in the marketing function? Please rank the following from high to low: **Lack of Awareness of available tools and solutions and their benefits**					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rank 1	54	49.1%	49.1%	49.1%
	Rank 2	13	11.8%	11.8%	60.9%
	Rank 3	22	20.0%	20.0%	80.9%
	Rank 4	17	15.5%	15.5%	96.4%
	Rank 5	3	2.7%	2.7%	99.1%
	Rank 6	1	0.9%	0.9%	100.0%
	Total	110	100%	100%	

It has been found from the above table that 49.1% ranked barriers related to "Lack of Awareness of available tools and solutions and their benefits" as the first main barrier. This shows that many marketers are unaware of the myriad artificial intelligence (AI) technologies and solutions already accessible, much alone the potential advantages that these may give. Implementing artificial intelligence in marketing may be problematic owing to the current knowledge gap. Individuals with questions about the feasibility of evaluating innovative technology hold the second rank (11.8 percent), 20 percent of respondents ranked "Lack of Awareness of available tools and solutions and their benefits" as the third main barrier, 15.5 ranked "Lack of Awareness of available tools and solutions and their benefits" as the fourth main barrier, 2.7 percent respondents ranked "Lack of Awareness of available tools and solutions and their benefits" as the fifth main barrier, and 0.9 percent respondents ranked "Lack of Awareness of available tools and solutions and their benefits" as a sixth main barrier."

Table 6: Main Barrier as Management will hesitate to invest in something they need help understanding

What are the main barriers to the adoption of AI in the marketing function? Please rank the following from high to low: [Apprehension about this new beast. Management will hesitate to invest in something they need help understanding.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rank 1	27	24.5%	24.5%	24.5%
	Rank 2	28	25.5%	25.5%	50.0%
	Rank 3	22	20.0%	20.0%	70.0%
	Rank 4	21	19.1%	19.1%	89.1%
	Rank 5	9	8.2%	8.2%	97.3%
	Rank 6	3	2.7%	2.7%	100.0%
	Total	110	100.0%	100.0%	

It has been found that 24.5 percent of respondents ranked “Complexity and Cost in implementation and integration to existing systems and infrastructure” as the first main barrier to adopting AI in the marketing function. 25.5 percent of respondents ranked “Complexity and Cost in implementation and integration to existing systems and infrastructure” as the second main barrier to adopting AI in the marketing function. Twenty percent of respondents ranked “Complexity and Cost in implementation and integration to existing systems and infrastructure” as the third main barrier to adopting AI in the marketing function. 19.1 percent of respondents ranked “Complexity and Cost in implementation and integration to existing systems and infrastructure” as the fourth main barrier to adopting AI in the marketing function. 8.2 percent of respondents ranked “Complexity and Cost in implementation and integration to existing systems and infrastructure” as the first main barriers to adopting AI in the marketing function. 2.7 percent of respondents ranked “Complexity and Cost in implementation and integration to existing systems and infrastructure” as the main barriers to adopting AI in the marketing function.

Table 7: Main Barrier as Complexity and Cost in implementation and integration to existing systems and infrastructure

What are the main barriers to the adoption of AI in the marketing function? Please rank the following from high to low: Complexity and Cost in implementation and integration to existing systems and infrastructure					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rank 1	29	26.4%	26.4%	26.4%
	Rank 2	26	23.6%	23.6%	50.0%
	Rank 3	17	15.5%	15.5%	65.5%
	Rank 4	18	16.4%	16.4%	81.8%
	Rank 5	15	13.6%	13.6%	95.5%
	Rank 6	5	4.5%	4.5%	100.0%
	Total	110	100.0%	100.0%	

From the above table, it is seen that 26.4 percent of respondents ranked "Complexity and Cost in implementation and integration to existing systems and infrastructure" as the first main barriers to the adoption of AI in the marketing function. 23.6 percent of respondents ranked "Complexity and Cost in implementation and integration to existing systems and infrastructure" as the second main barrier to adopting AI in the marketing function. 15.5 percent of respondents ranked "Complexity and Cost in implementation and integration to existing systems and infrastructure" as the third main barrier to adopting AI in the marketing function. 16.4 percent of respondents ranked "Complexity and Cost in implementation and integration to existing systems and infrastructure" as the fourth main barrier to adopting AI in the marketing function. 13.6 percent of respondents ranked "Complexity and Cost in implementation and integration to existing systems and infrastructure" as the fifth main barrier to adopting AI in the marketing function. Lastly, 4.5 percent of respondents ranked "Complexity and Cost in implementation and integration to existing systems and infrastructure" as the sixth main barrier to adopting AI in the marketing function.

Table 8: Main Barrier as Potential fear of Job Loss of Employees

What are the main barriers to the adoption of AI in the marketing function? Please rank the following from high to low: Potential fear of Job Loss of Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rank 1	26	23.6%	23.6%	23.6%
	Rank 2	28	25.5%	25.5%	49.1%
	Rank 3	12	10.9%	10.9%	60.0%
	Rank 4	18	16.4%	16.4%	76.4%
	Rank 5	20	18.2%	18.2%	94.5%
	Rank 6	6	5.5%	5.5%	100.0%
	Total	110	100.0%	100.0%	

The potentiality of employment loss is a cause for concern for 23.6% of the workforce. This obstacle stands for the uncertainty workers feel over the future of their employment due to AI. This major role underscores marketers' widespread worry over AI's potential to automate jobs that formerly required human labour. This barrier must be overcome by candid and frank conversations about how AI may improve rather than replace human abilities. Given their limited understanding of technology, individuals may have misgivings about it. To get above this obstacle and show the marketing industry the possible advantages of AI, we need to prioritize education, training, and awareness-raising. Furthermore, 25.5 percent of respondents ranked "Potential fear of Job Loss of Employees" as the second main barrier to adopting AI in the marketing function. 10.9 percent of respondents ranked "Potential fear of Job Loss of Employees" as the third main barrier to adopting AI in marketing. 16.4 percent of respondents ranked "Potential fear of Job Loss of Employees" as the fourth main barrier to adopting AI in the marketing function. 18.2 percent of respondents ranked "Potential fear of Job Loss of Employees" as the fifth main barrier to adopting AI in marketing. 5.5 percent of respondents ranked "Potential fear of Job Loss of Employees" as the sixth main barrier to adopting AI in marketing.

Table 9: Main Barrier as Potential fear of Job Loss of Employees

What are the main barriers to the adoption of AI in the marketing function? Please rank the following from high to low: Investment vs ROI is difficult to compute and justify					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rank 1	28	25.5%	25.5%	25.5%
	Rank 2	30	27.3%	27.3%	52.7%
	Rank 3	22	20.0%	20.0%	72.7%
	Rank 4	18	16.4%	16.4%	89.1%
	Rank 5	9	8.2%	8.2%	97.3%
	Rank 6	3	2.7%	2.7%	100.0%
	Total	110	100.0%	100.0%	

Finding and explaining the relationship between investment and return on investment (ROI) was a huge hurdle, as 25.5 percent of respondents ranked this barrier as their first main barrier.

Moreover, 27.3 percent of respondents ranked “Investment vs ROI is difficult to compute and justify” as the second main barrier to adopting AI in the marketing function. 20.0 percent of respondents ranked “Investment vs ROI is difficult to compute and justify” as the third main barrier to adopting AI in the marketing function. 16.4 percent of respondents ranked “Investment vs ROI is difficult to compute and justify” as the fourth main barrier to adopting AI in the marketing function. 8.2 percent of respondents ranked “Investment vs ROI is difficult to compute and justify” as the fifth main barrier to adopting AI in the marketing function. 2.7 percent of respondents ranked “Investment vs ROI is difficult to compute and justify” as the sixth main barrier to adopting AI in the marketing function.

Table 10: Main Barrier As Data privacy, ethical and any legal implications of using AI in Marketing cause fear and uncertainty

What are the main barriers to the adoption of AI in the marketing function? Please rank the following from high to low: **Data privacy, ethical and any legal implications of using AI in Marketing cause fear and uncertainty**					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rank 1	26	23.6%	23.6%	23.6%
	Rank 2	30	27.3%	27.3%	50.9%
	Rank 3	20	18.2%	18.2%	69.1%
	Rank 4	20	18.2%	18.2%	87.3%
	Rank 5	11	10.0%	10.0%	97.3%
	Rank 6	3	2.7%	2.7%	100.0%
	Total	110	100.0%	100.0%	

The primary issue with utilizing AI in marketing is that individuals need to be more apprehensive about the legal and ethical repercussions and cannot protect their data. The fact that 23.6% of respondents are concerned makes it abundantly clear that the application of AI in this field could result in unfavourable outcomes and ranked it first. Marketers might have several concerns, including data security, ethical dilemmas, and potential adverse legal repercussions. Comprehending difficulties associated with AI solutions constitutes the second most significant obstacle, comprising 27.3% of respondents' current barriers while ranking as the second main barrier to adopting AI in the marketing function. 18.2 percent of respondents ranked “Data privacy, ethical and any legal implications of using AI in Marketing cause fear and uncertainty” as fourth main barriers to the adoption of AI in the marketing function. 10.0 percent of respondents ranked “Data privacy, ethical and any legal implications of using AI in Marketing cause fear and uncertainty” as the fifth main barrier to adopting AI in the marketing function. Finally, 2.7 percent of respondents ranked “Data privacy, ethical and any legal implications of using AI in Marketing cause fear and uncertainty” as the sixth main barrier to adopting AI in the marketing function.

Table 11 Main Barriers to the adoption of AI in the marketing function as Rank 1

Main Barriers to the adoption of AI in the marketing function	Rank 1
Lack of Awareness of available tools and solutions and their benefit	49.1%
Management will hesitate to invest in something they need help understanding.	24.5%
Complexity and Cost in implementation and integration to existing systems and infrastructure	26.4%
Potential fear of Job Loss of Employees	23.6%
Investment vs ROI is difficult to compute and justify	25.5%
Data privacy, ethical and any legal implications of using AI in Marketing cause fear and uncertainty	23.6%

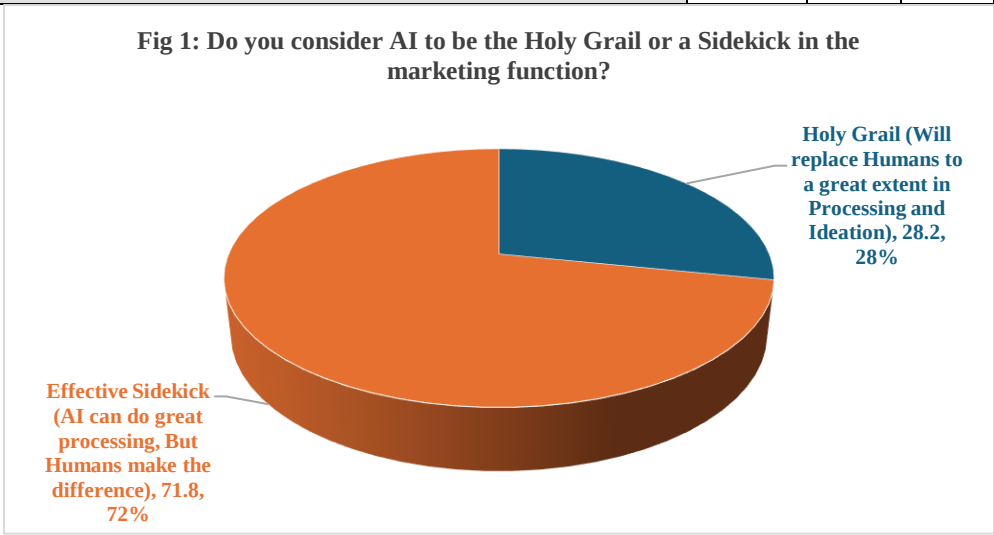
Table 12: Any other Barriers Identified by Respondents

Do you see any other Barriers (not mentioned above) where Organizations could be hesitant to Adopt?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Missing	108	97.3%	97.3%	97.3%
	No	1	0.9%	0.9%	99.1%
	There's an internal selling job required for adoption of AI when it's not tried and tested and the investment is significant.	1	0.9%	0.9%	100.0%
	Total	110	100.0%	100.0%	

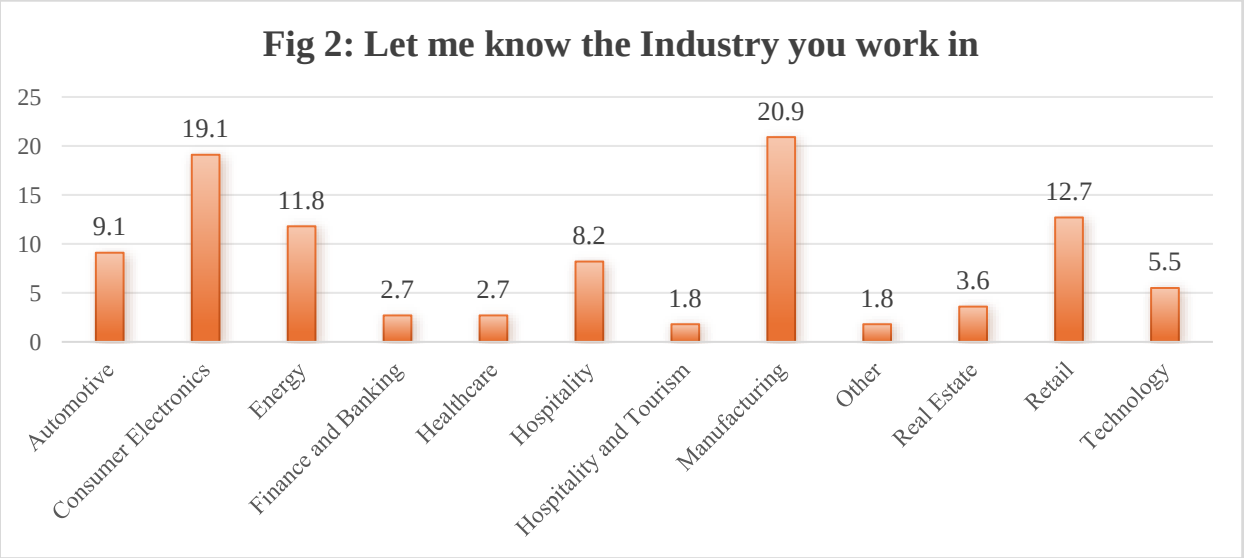
The search results show other possible obstacles that businesses should consider when using AI for marketing besides those already stated. Most of the respondents avoided this answer to response, except one said there is no other barrier. In contrast, one respondent highlighted, “There is an internal selling job required for adoption of AI when it is not tried and tested and the investment is significant.”

Table 13 : Consider AI to be the Holy Grail or a Sidekick

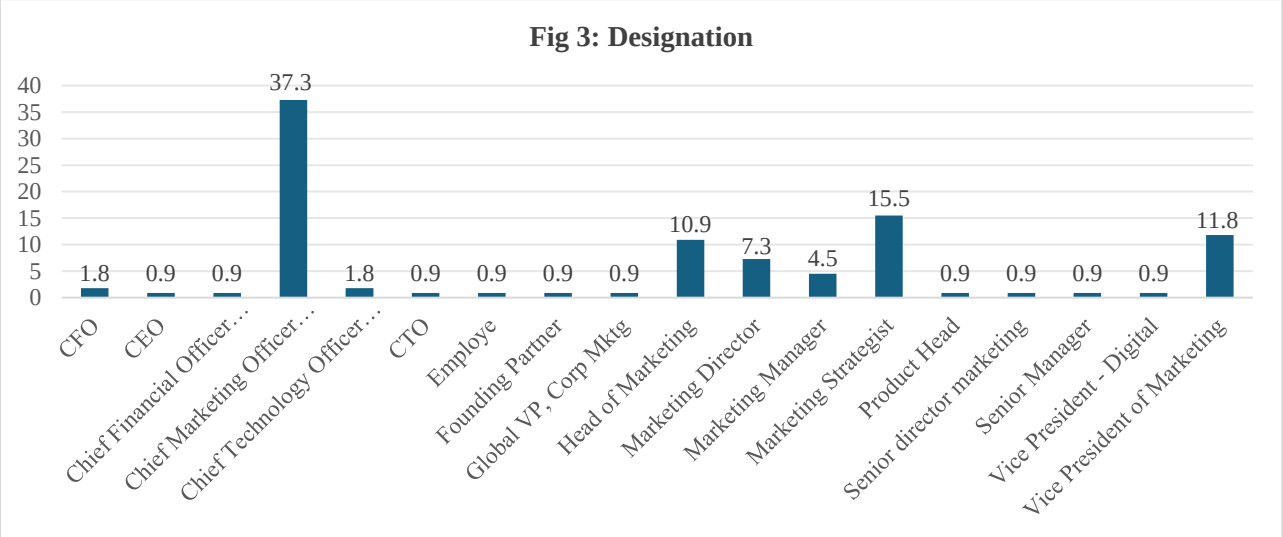
Do you consider AI to be the Holy Grail or a Sidekick in the marketing function?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Holy Grail (Will replace Humans largely in Processing and Ideation)	31	28.2%	28.2%	28.2%
	Effective Sidekick (AI can do great processing, But Humans make the difference)	79	71.8%	71.8%	100.0%
	Total	110	100.0%	100.0%	



As this occurs, most participants (71.8%) perceive AI as an exceptionally beneficial instrument for marketers, considering AI an Effective Sidekick that can do great processing, But Humans make the difference). This disproves the notion that artificial intelligence (AI) cannot do jobs involving the processing of ideas and creativity without human participation. Though artificial intelligence (AI) may improve human abilities, intuition, creativity, and strategic thinking are still highly prized. On the other hand, 28.2 percent of respondents consider AI as the Holy Grail that will replace Humans largely in Processing and Ideation)



The survey results show that Manufacturing (20.9%) and Consumer Electronics (19.1%) are highest followed by Retail (12.7%), Energy (11.8%) and Automotive (9.1%).



Participants were distributed as follows: 37.3% were Chief Marketing Officers (CMOs), 15.5% were Marketing Strategists, 11.8% were Vice Presidents of Marketing, and 10.9% were Marketing Directors. Many extra participants work in executive-level marketing jobs such as CEO, CFO, CTO, director, manager, etc. Given the large number of Chief Marketing Officers (CMOs) in the sample, this study was primarily developed for C-suite marketers responsible for developing and executing enterprise-wide marketing strategies. Additional high-level jobs, such as the vice president of marketing and the director of marketing, agree with this viewpoint. These recognized executives are likely overseeing the implementation of a marketing campaign.

Furthermore, they oversee determining priorities and delegating tasks. The survey findings show that respondents held various roles in the marketing hierarchy. The responders represented entry-level occupations, such as marketing manager, and more specialist occupations, such as marketing strategist. Individuals may learn a lot about the possibilities and problems that marketers face in their careers by reading the various comments that have been submitted. For example, specialists in highly specific areas may concentrate on digital marketing or content production.

On the contrary, rookie marketers may need help obtaining specific expertise and progressing their professional careers. The survey sought to determine if businesses should include other key jobs in the marketing department, such as chief technology officer (CTO) and chief financial officer (CFO). Because of their perceived understanding of the business world, they may provide insightful comments on the marketing department's cooperation with other departments and contribution to the organization's overall objectives.

Section 8 – Interview Results and Analysis

Thematic analysis can be considered comprehensive in the analysis of qualitative data: it is suitable for the given research topic about adopting and implementing AI technologies in marketing across various industries within the United States. The consideration that informed this methodological choice included the following cardinal reasons holding great weight to the suitability and effectiveness of our choice in achieving our study goals. Thematic analysis is also one of the most flexible approaches to analyzing qualitative data because it does not trap a researcher into fitting a wide variety of qualitative material into structures or agendas developed beforehand (Zhang, 2024). For the reason that this research is a vast field involving various aspects of examining the complexities of AI adoption in marketing; it was quite crucial to have this flexibility that would embrace the different views, working experiences, and ideas about the subject from interviewees, first, by paying continuous attention to the ideas emerging from the data as well as the patterns that presented themselves in participants' reflections, the thematic analysis allowed for the preservation of the variability and variation of the studied phenomena. Furthermore, thematic analysis has been designed to identify themes and find the hidden patterns in the qualitative materials, thus giving researchers a broader perspective on the selected subject. By going through coding, categorization, and theme development procedures, the researchers can systematically reveal and identify latent underlying themes that characterize the phenomenon in question and veil and foreground aspects in an integrated and concurrent manner (Wuni & Thiex, 2022). Hence, interviews with ten main experts and professionals from marketing heads were conducted and analyzed using thematic analysis.

8.1 Extent of AI Adoption in Marketing

All the respondents are knowledgeable about the implementation and application of AI technologies in marketing and have experience using the technologies for three to five years. Some of these are simple to implement and use in an organization, including the following: chatbot, predictive analysis, social media sentiment analysis, and machine learning algorithms. The answers summarized collectively imply the use of AI in marketing across the various sectors of the economy (Tursunbayeva & Renkema, 2022). More importantly, the respondents have been using AI technologies for several years, underscoring the increasing adoption of the technologies in marketing to elevate marketing results. For example, respondent 1 outlines *"the application of AI in the interaction between clients and bots, using AI to suggest products based on consumer activities and the utilization of AI in assessing consumers' sentiments on social media platforms. "*Additionally, AI being an influential tool in marketing performance and outcome can be evidenced from responses, where the respondents claimed improvements across the accuracy of the target, engagement level with the customer, and even the conversion rate of the sales since employing AI. For instance, as respondent 4 stated, positive changes have already been noted from customers' interactions up to sales as a direct result of the implementation of AI, implying certain gains towards the marketing effectiveness coupled with a reflection on the ROI. The responses demonstrate how the use of artificial intelligence in contemporary marketing is changing the current business practices, with companies worldwide applying information technologies to improve customer interactions, marketing communications, and overall organizational performance. Indeed, AI's diffusion to various industries demonstrates the significance of effectively leveraging it as a competitive weapon, increasing customers' tailored, data-driven marketing experiences (Singh & Maheswaran, 2023). One respondent declared, "*In digital marketing, the rise of AI is mirrored by the decline in reliable signals from third-party cookies, so we see AI being used everywhere to 'fill in the gaps.' This feels to me like an irreversible trend.*

On SEO, we have seen a huge amount of interest in using AI for content generation. Unfortunately, the web is already swamped with low-quality content, so adding more feels like a doomed strategy (and sure enough, the latest Google update is delivering not just penalties but complete delisting for the worst offenders).

To flesh out the 'sidekick' idea, we have seen some exciting results where ChatGPT is given quite open-ended marketing problems—the AI is not solving the problem completely, but there is a real value in having a solution that that does not run along the expected lines.

For instance, we shared some very top-level analytics data - traffic and conversions by channel - with an AI, and one of its suggestions was to drill into the 'unknown' category as there is relatively good performance there. That was interesting because often in a marketing organization or agency, no stakeholders will focus on the 'unknown' - but there might be some real nuggets of value there."

Although Respondent 1 seems to have *"a good knowledge of how AI technologies are incorporated in the marketing context and the potential of AI, he focuses on the drastic change in reaching the audience."* This they do using specific AI tools in the marketing arena, such as chatbots to interact with the clients, predictive analysis in determining the most appropriate time for marketing a given product, and social media sentiment analysis to determine the sentiments of the clients towards the various marketing strategies (Sigala, 2020). It also trained 20% of the marketing budget towards AI-related tools, a good approach to using AI to enhance marketing effectiveness. Respondent two, which has been discussed above, provides an ample example of how one can conceptualize the issues surrounding AI's use in marketing in a more integrated manner, particularly within a digital environment. AI is also seen as an important part of digital activities, with machine learning for website personalization and chatbots for CRM. Tai's decision to allocate 25% of the digital budget to AI technologies demonstrates a firm understanding of how AI could help with the digital makeover and increase operational efficiency (Tejaswini, 2019).

Respondent 5 Centers for relating how "*AI helps enhance the receptiveness and return on the campaigns by utilizing more effective targeting."* The company's commitment to allocating 15% of the marketing budget to AI technologies is a valuable way of cutting down on waste and efficiently marketing products through AI. Furthermore, they value the consumers' privacy and are transparent, essential in developing AI and customer loyalty. According to this respondent, who is aware of the digitization strategy for the firm, the use of AI technology at the workplace has gradually been adopted this year and in the past two years (Murtezaoglu et al., 2022). It demonstrates a strategic use of AI by pointing out that Snapchat and its team have reserved 10% of the digital marketing spend for AI applications to boost productivity and minimize costs. Besides, their focus on data confidentiality and protection defines an excellent practice and adherence to AI's appropriate policies and standards. The need for automation in brand communications is supported by respondent seven because the utilization of targeted marketing material is made possible by AI-powered marketing automation platforms. The world's biggest brands reserve only 5-10% of the total marketing budget for AI, which shows the focus on using AI in targeted marketing messages and consumer interactions to diversify and excite audiences.

8.2 Barriers to AI Adoption in Marketing

Data integration is mainly the process of transferring data from one system and making it available within another system in an efficient way. Most businesses need help consolidating data from different sources, such as CRM systems, marketing automation tools, SMM, and sales and transactional databases. With the integration of appropriate measures of data integration, organizations can face the challenge of obtaining micro-level marketing insights from large data sets and efficiently using AI innovations in their marketing strategies (Mhlanga, 2020). it is necessary to apply data integration solutions, including ETL processes, a data warehouse, and integration platforms. Agreeably, to support the resolution of those AI-applied marketing applications, appropriate Data Control procedures, and Data Quality Assurances must be

implemented. The skills gap mainly relates to Artificial Intelligence specialization and digital analysis measures (Marr, 2019). The issue of talent shortage is critical for many organizations that need (or are Gorgeous for) data scientists, machine learning engineers, and AI specialists to help design and deploy AI-based marketing solutions. Mitigating the skills gap may require a company to train staff who already work or recruit personnel who possess the skills. Further, having an extensive training and learning culture would enable the organization to achieve continuous growth in the development of AI and big data talent acquisition and management, as outlined in a study by (Abdul et al. et al., 2024). Respondent declared, "*AI will continue seamlessly integrating into our daily lives, from personalized recommendations to predictive maintenance in various industries."*

Cultural resistance is a term used to describe the organizational culture that is resistant to change, especially the change done in an organization to introduce new technologies and change working processes (Liu et al., 2023). Removing cultural barriers includes proper change management to ensure that employees buy into implementing AI in IHRM processes. A strong culture of trust and transparency and a focus on knowledge sharing, empowered collaboration, and experimentation are crucial when aiming to foster AI within an organization. The greatest risks associated with AI use in marketing today include the following: Possible violation of data privacy and ethical means that may be employed to exploit customer information. The chosen subject requires organizations to follow the legal framework of data protection, including the GDPR, and conduct ethical machine learning to protect customers' identities and trust. They are focused on basic principles for utilizing AI solutions, such as Equity, expounding procedures for decision-making by artificial intelligence, and understanding why certain choices were made. Organizations can adopt features such as differential privacy, Federated learning, and homomorphic encryption to reduce the privacy issues that come with AI in marketing. This force deals with the legalities of using artificial intelligence technologies for marketing. Hence, regulatory compliance means conforming to these laws. Stringent guidelines on protecting the privacy and security of individuals and consumers must be followed by the organization, especially those in the health sector, financial sector, and telecommunications sector (Jung et al., 2023).

Based on the interviews, it is found that the major internal factors highlighted are data integration issues, lack of skills and knowledge in implementing AI, and the existence of silos that hinder AI implementation, as described by Respondent 3. These challenges serve as evidence of how AI complicates the process of adding a new layer to the existing marketing technology solutions and the overall corporate structure. Skills issues may require the organization to spend funds providing training programs or gain workforce assistance from other organizations to address skills shortages. In addition, understanding the data infrastructure, untangling the hierarchical walls, and initiating processes based on data science is crucial for successfully implementing AI (Idoko Peter Idoko et al., 2024;). In the list of internal obstacles to AI implementation in marketing, according to Respondent 4: Data security issues, workforce scarcity, and resistance to change. These issues are not unique to the companies presented here, but they are general pictures that organizations face while dealing with AI integration. Data security concerns are some of the biggest concerns that organizations should address by employing proper encryption rules and access rights. The challenge of lack of workforce could be addressed by improving talent and training that seek to develop the human capital or by accessing talent through partners or outsourcing.

Some of the internal issues pointed out by Respondent 5 include *"data integration, training challenges for the marketing team, and lack of infrastructure readiness to support AI adoption in marketing."* These challenges point to the need for careful consideration and pre-planning of AI processes. This latter area involves solving data integration challenges, which entails creating data governance frameworks and acquiring data integration solutions. The next organizational area that needs to be developed to create a suitable environment for leveraging AI is Workplace Learning and Development, where employees need to be equipped with the right skills and knowledge to use AI solutions. Moreover, another crucial aspect of infrastructure readiness entails understanding legacy systems and infrastructure that can be leveraged to support the integration and deployment of AI solutions. From the interview, several challenges emerge that would hinder the implementation of AI in marketing, including privacy issues and workforce training. These

challenges raise the question of ethical assessments and compliance with the Data Protection Regulation (Gherhes et al., 2023).

8.3 Impact of AI on Marketing Performance

Respondents pointed out that various applications of AI have made targeting, even in marketing communication, highly accurate. With the use of machine learning algorithms as well as predictive modeling, it is possible to make sense of big data as it concerns variables that affect the target market. This facilitates crafting more relevant marketing and supply chain messages, promotions, and recommendations to individual consumers based on the specifics of their spending behavior (Etemadi et al., 2021). In this way, the organization's focus can go towards enhancing the impact of marketing campaigns and achieving better conversion rates. The budget concern is another significant area where AI intervention is vital in enhancing marketing efficacy by appropriately allocating funds. Even by measuring objective outcomes, AI can assess the efficiency of the contact channels, promotional approaches, and overall marketing efforts in reaching target audiences most effectively. This helps organizations better manage marketing budgets, especially for specific marketing campaigns, to enhance their mall impact and ensure maximum return on investment (ROI) (Debnath et al., 2024). Therefore, organizations can generate higher levels of marketing impact with lesser expenditure on marketing, thereby enhancing the overall marketing ROI to favor greater profitability (De Bruyn et al., 2020). Respondent states, "*AI has been progressing silently over a decade, but in the last 1.5 years, it took the world by surprise with easy-to-use interfaces and faster ROI. I think similar to GenAI, Analytics AI and Recommendations AI will reach similar popularity in coming years."*

Using AI-enabled chatbots, virtual personal assistants, and individualized communication, an organization can interact closely with individual customers, providing what is new, interesting, or useful, as well as special offers or solutions to questions at the right time and in the right form.

This helps improve customer satisfaction and creates close ties, enhancing customer loyalty or retention. The adoption of AI in marketing campaigns is seen to have achieved significant gains in the performance of marketing campaigns in terms of several marketing metrics (Bhowmik et al., 2021). AI can greatly help in the automation and optimization of the campaign, in which various elements can be tried out in real time, including ad creatives, targeting criteria, and message variations. Big data and analytics platforms can include the campaign results and present them in the best format that can be used to enhance its success rate. Organizations could target the prospects more effectively to gain better conversion rates, lower cost per acquisition, and higher overall campaign returns (Bargoni et al., 2024).

AI can help organizations provide highly targeted and specialized marketing encounters to unique consumers. AI strategies can pinpoint individual, specific, convergent customer profiles (Amankwah-Amoah et al., 2024). It lets organizations target potential consumers more effectively by reflecting on the choice of words to use in advertising campaigns, products to recommend, or offers to present, thereby increasing the likelihood of a favorable response (Zhang, 2024). For instance, the recommender systems can recommend new products to a customer by analyzing past purchasing patterns and the frequency of the customer visiting the e-business site. AI offers marketers more control in that they can get real-time data and make decisions that allow them to change course when necessary due to market fluctuations and consumer preferences (Wuni, 2022). By processing the data in real-time, using analytical tools and models such as big data tools and machine learning algorithms, organizations can analyze the new data flows, such as traffic to a website, interaction with the clients through social media, emails, and coming up with new opportunities and valuable insights (Varma et al., 2024). AI interacts with clients in social media discussions and news articles to give a sentiment analysis of the populace's perspective on the brand or product and thus proactively respond to either positive or negative attitudes to tweak their marketing strategy (Tursunbayeva & Renkema, 2022).

8.4 Resource Allocation for AI Adoption

Marketing leaders know that AI solutions can provoke massive changes, so they are willing to make AI a significant piece of their marketing budget. The allocation varies between 15% and 30%, reflecting a high dedication to the effective use of AI tools to drive marketing endeavors (Reddy & Padmalatha, 2024). Such strategic resource distribution reflects organizations' awareness of potential ROI and competitive advantage, which can be derived from applying AI in marketing. Through government commitment to budgeting, organizations demonstrate their plans to implement innovations through trade and fair competition, as evidenced through AI integration. Besides dollars, organizations invest in recruiting and training talent to develop the competencies needed for AI implementation within marketing (Puntoni et al., 2020). Some emerging roles highlighted by respondents included data scientists, artificial intelligence specialists, digital marketers, and others skilled in utilizing such tools to advance marketing initiatives. It is recommended that competitive teams be created to effectively use AI tools while focusing on attracting and improving the skills of talents specializing in artificial intelligence and data analysis to develop effective strategies for AI promotion in marketing (Murtezaoglu et al., 2022). Respondent, "that *"AI in agriculture will see significant advancements, with technologies such as precision farming and predictive analytics helping farmers optimize crop yields, manage resources more efficiently, and address environmental challenges."*

Moreover, the spending on infrastructure and technologies necessary to put into practice and accommodated into AI models for marketing is rising. While implementing AI in an organization's marketing function, one must establish an infrastructure that can support further AI opportunities in the future (Misra et al., 2023). This investment in infrastructure ensures that organizations are equipped with adequate technical elements, enabling the provision of support to AI in marketing. It also underscores a strategic path for embracing future technology, digitalization, and technological advancements that enhance organizations' readiness for the contemporary future marketing paradigm that is data-driven and personalized through Artificial Intelligence and

Advanced Marketing Technologies (Mhlanga, 2020). When evaluating resources for implementing AI in marketing, the allocation indicates a tactical, orderly approach toward innovation and competitiveness. Companies are aware that the journey of AI technology in marketing is beneficial as it will revolutionize all marketing strategies, help engage customers, and boost the business. The focus on AI as a strategy and resource allocation makes sense by explaining that it shows the organization's willingness to adapt continually and actively search for new opportunities in contemporary markets (Marr, 2019). Exploiting the full ADA potential in marketing and giving the organization the greatest strategic advantage it can gain in a competitive environment that is also much more dynamic and grounded on data than before makes this approach to resource distribution feasible.

Organizations are investing much money in AI tools and solutions, and marketing budgets are no exception, with an allotment of between 15 and 30%. This financial investment indicates how AI is expected to effectively enhance new marketing approaches and organizational development (Liu et al., 2023). The largest organizations have invested sizeable fiscal capital in adopting AI since it indicates their tactical commitment to leveraging innovative technologies. This expenditure includes the costs of purchasing various forms of AI software, platforms, and service providers and the maintenance and upkeep costs of these AI systems. In this case, AI marketers must invest in talent acquisition and subsequent training to optimize AI use in marketing, as espoused by Kyere et al., 2024. AI implementation requires specialized human talent to spearhead those activities to assist organizations, and this is why we see organizations recruiting professional officers in data science, machine learning, and digital marketing. They are also focusing on delivering learning and development initiatives to improve the skill set of the current staff and develop organic talent in Artificial Intelligence. This investment in human resources creates and reinforces organizational competitive advantage and supports high standards of innovation and learning.

8.5 Motivation for Integrating AI into Marketing Strategy

In the marketers' opinion, which the respondents have also cited, AI helps them design a customized approach based on the large amounts of collected customer information. When integrating these AI algorithms, it becomes easier to analyze various preferences and behaviors of a person, which results in presenting customized content, products, and offers that can benefit the unique customer and hence improve their loyalty levels (Amankwah-Amoah et al., 2024). The fourth wave of responses focused on the technical benefits, as respondents highlighted the AI capability of automating everyday tasks and marketing, thus supporting the efficiency gains highlighted in the study (Hegazy et al., 2023). With the help of AI, marketers do not need to spend countless hours doing data analysis or manually tweaking their campaigns to achieve better results; all these tasks can be handled more efficiently by AI, allowing marketers to focus on more creative and analytical work. However, the capability of AI algorithms to analyze data generated by the campaigns and feed marketers with insights at various points in time makes it easy for marketers to decide how best to allocate resources for better marketing returns (Hanna & Rajkumar, 2024). The respondent states, *"Explainable AI (XAI) will gain traction as a critical area of research and development, as stakeholders seek to understand and interpret the decision-making processes of AI systems, particularly in high-stakes domains."*

The respondents' responses regarding competition and the acquisition of an advantage in AI innovations support the necessity of the various strategies and improvements in AI technologies. By integrating AI into marketing, organizations are assured of creating a unique selling proposition by offering customers novel solutions or touch points. They further apply AI, which increases adaptability to the strategies, tendencies, and opportunities of the market, subsequently guaranteeing an organization's leadership in the given field (Gherhes et al., 2023). The invention made by the respondents about the insights and analytical information resonates with the use of analytics to enhance marketing. AI, in the form of analytics platforms analyses huge amounts of

information to identify trends and find correlations, enabling marketers to adjust their activities and be ahead of their customer's requirements and expectations.

One of the main goals identified by many respondents for integrating artificial intelligence into their marketing processes was to achieve a greater competitive advantage. Due to the rapid development of the business world and competitiveness, the company is aware of the need to establish a competitive advantage to outdo other rivals (Bhowmik et al., 2021). integrating AI technologies into marketing strategies enables organizations to come up with out-of-the-box strategies and set up meaningful propositions that can create new markets and outcompete rivals regarding customer satisfaction, changeover rates, and overall market share. A major factor in encouraging companies to incorporate AI in their marketing approach was using analytical data to inform organizational choices (De Bruyn et al., 2020).

As seen below, Market needs where another reason respondents gave for integrating AI in marketing. On the other hand, in the modern world, consumers' behavior and choices are so fluid that they warrant organizations' regular alteration (Debnath et al., 2024). AI technologies provide a platform that enables organizations to align with market trends, provide timely marketing information to their audience, and achieve consumer satisfaction. The reasons for adopting AI in marketing communication have been peculiar and range due to the complexity of the dynamic nature and hedge surrounding organizations in the current digital environment (Etemadi et al., 2021).

8.6 Evaluation Criteria for AI Tools

Businesses pay much attention to the profitability of the usage of AI, which is reflected in the analysis of the effectiveness of marketing strategies and activities based on AI technologies in terms of ROI. The current cost reductions, revenues, and overall profitability associated with

marketing that leverages AI capabilities (Abdul et al., 2024). For example, Respondent 3 highlighted "*the planned utilization of marketing technology expenditure for AI as enforcing significant ROI and seeing the long-term value dedication as a critical aspect."* Ultimately, the main goal of effective marketing is to achieve the greatest possible return on the investment made into it and Gregory Lucier: Marketing Plans and Strategies. AI tools' effects on consumer satisfaction are evaluated in terms of factors such as user experience and feedback across different platforms, which are considered (Zhang, 2024). Businesses assess whether interactions with their customers promote positive results from artificial intelligence offered by organizations, such as innovation, the ability to make decisions, and personalization.

Regarding his experience, Respondent 7 underscored *"the problem of the lack of observational input from customers or even their direct feedback to improve the AI strategies based on customer needs and demands."* Through the improved understanding of the customers, an organization aims to maximize the satisfaction levels towards their target market to build a solid bond. However, one respondent states, "*The democratization of AI tools and platforms will empower smaller businesses and individuals to leverage AI technologies for their specific needs, leading to a more inclusive and diverse AI ecosystem."*

Respondent 1 underlines *"how AI tools help maintain leads and encourage proper sales conversions, which could optimize the marketing and sales processes and increase revenues."* With the help of AI to convert the gathered data, industries can effectively envision paths to improved performance and generate overall value. Marketing communication has greatly advanced over the years, and the ability to reach out to clients individually is now a major advantage. AI tools help organizations segment the audience and communicate and provide a personalized experience based on the audience's behaviors. Respondent 6 stressed that *"AI could help provide appropriate offers to clients and manage their acquiring process, which would increase customer interest and sales."* For this reason, with the help of AI algorithms and predictions, organizations can provide values and appeals that are highly personalized and needed during the journey with the customers, resulting in a more profound appreciation of the brand.

Some further factors the organizations consider include the proportion with which the investments in AI can be scaled up or down, flexibility, and the extent to which the investments in AI can bring sustainable income. In conclusion, by proactively working on the relevant market initiatives and trends, organizations strive to remain as future proofed as possible and push forward with their growth trajectories. From the interview, Respondent 2 highlighted *"the recommendations for developing and financing talent as well as increasing the infrastructural investment to facilitate the implementation of and ensure the sustainability and long-term endurance of AI usage."* Therefore, through the success of a strong AI integration, organizations can pioneer new approaches to unlocking value, responding to shifts in trends, and exploiting the prospects for uncovering fresh sources of value in the digital age (Bhowmik et al., 2021). Organizations use clear and methodological procedures for measuring the effectiveness of AI tools based on the analysis of the ROI provided by AI-aided marketing campaigns. This includes dissecting the cost efficiencies, the increase in revenues, and profit margin improvements resulting from AI technologies. For example, according to Respondent 3, *"The allocation of 30% of the marketing technology expenditure toward AI solutions speaks volumes about the corporate initiative to develop marketing technology through AI."* The research asserts that such strategic investments are made with a view to unlocking high returns on investment and sustained value creation (Wuni, 2022).

Marketing organizational adoption of blockchain technology depicts an increasing focus on data protection and secrecy in society. Among the opportunities offered by blockchain, respondents acknowledged the improvement of security and transparency in marketing information, transactions, and customer relations (Katsikas et al., 2023). As per the observation of Respondent 3, blockchain provides a modern database technology solution with no alteration and no centralization, which leads to fewer fraudulent activities and data breaches to reduce the chances of casting doubts in customers' minds. By using the notion of blockchain, businesses can enhance the security of the data, protect customers' data, manage the growing privacy legislation, and, in turn, improve their brand image to customers. Interactive voice and visual search significantly shift consumer dynamics, SEO trends, and practices (H Hanna and M Rajkumar, 2024). Members of the audience noted the increased use of voice-activated devices and image search, facilitated by

the development of NLP and computer vision features. Respondent 5 of the study indicated that *"the interactive and natural way of searching for products and information, such as voice and visual search in future could improve the searching experience of users when searching for products and information since it would be easier and more efficient "(*Tursunbayeva & Renkema, 2022). While SEO remains a critical part of the organizations' strategy, micro-moments related to voice and visual content search can help industries better capture consumers' attention and benefit from the new channels of customer outreach and loyalty.

Respondent 3," *The invention of blockchain technology can lead to the relocation of the middleman, automation of transactions, and improved trust among marketers within the branding environment."* In addition, it allows for sharing information among partners with assurance that the information is accurate and has not been tampered with to incorporate unauthorized changes while ensuring customer's sensitive data is secure (Idoko et al., 2024). The use of blockchain can ensure privacy and fight fraud and counterfeiting – these are all ways that would increase an organization's and its customers' trust. Interactive Voice Search and Interactive Visual Search are two phenomena that indicate that the mobile Consumer journey generates the Consumer's first point of contact with brands and products through touch, voice, or vision in a revolutionary manner. Today's Consumers leverage smart speakers and virtual assistants to search for and even buy goods and services through voice search. Likewise, greater efficiencies in product discovery may be achieved by integrating visual search technologies that allow the use of images or even the device's camera to search. Another interesting point discussed by the respondents was the perspective of the shift from voice to voice + visual search, which is impossible for most competitors to implement due to the lack of corresponding AI.

Therefore, efforts such as adjusting content and SEO to voice and visual search will benefit companies by allowing them to capitalize on new forms of search.

Real-time personalization using advanced prediction techniques boosts marketing's capabilities in offering highly targeted marketing campaigns specific to customers. Some examples of how consumers interact with AI include demographic data, browsing and purchasing history, and more; algorithms can efficiently prescribe the Consumer's future behavior (Sigala, 2020). Specifically, Respondent 7 noted, *"AI affords organizations an understanding of segmenting target consumer groups into even smaller groups and personalizing the marketing communication and offers based on the consumer's behavior."* Further, uses, such as customer lifetime value, churn risk, and product preference, can be predicted by applying AI in predictive analytics, thereby helping organizations tailor their marketing strategies and utilization of resources effectively (Seyhan, 2019).

8.7 Discussion

The study revealed several significant factors impacting how SMEs in India adopt AI. The research by Jadhav (2021) found that small and medium-sized enterprises (SMEs) are not significantly impacted by a lack of compatibility when it comes to adopting artificial intelligence (AI). The benefits and applicability of AI in online marketing may be better understood after a comprehensive literature review. The advent of AI may bring about a dramatic shift in the marketing sector. This technology might lead to more effective marketing strategies and customized customer interactions (Davenport et al., 2020). According to Huang and Rust (2018), technology may enhance customer interactions and service delivery in the service industry. With an emphasis on AI's impact on marketing, Kaplan and Haenlein (2019) comprehensively evaluate AI's many applications, interpretations, and impacts in the business world. When it comes to customer relationship management (CRM), a full analysis of the pros and cons of artificial intelligence requires a holistic approach (Libai et al., 2020). Researchers Longoni et al. (2019) found that people resist medical AI. This might tell marketers a lot about how people feel about AI. Investigating how customers' actions are affected by the disclosure of AI chatbots is the focus of Luo et al. (2019). They emphasize that interactions enabled by AI must be open and honest. Recurrent neural networks were the subject of substantial Mandic and Chambers (2020) study.

These networks may be used in predictive analytics. It is feasible to track customer actions and anticipate market shifts with the help of these networks. Marketing plan alignment might be made more successful with the use of artificial intelligence (AI), according to McAdam et al. (2019). One method to achieve this aim is by using strong quality management practices. According to this line of reasoning, artificial intelligence (AI) improves IT expertise, fortifies managerial support, and makes one more resistant to normative pressures and imitation. According to studies by Jadhav (2021) and Gupta et al. (2019), utilizing AI technologies may help SMEs become more competitive and efficient in their operations. The researchers concluded that real-time insight-giving AI systems may increase income. Our findings are consistent with previous research that has related machine learning methods to possible gains in sales and income (Jadhav, 2021; Chaudhary et al., 2020). Extending earlier research by Jadhav (2021) and Sharma et al. (2020), this study explores the significance of knowledge-based systems for SMEs integrating AI into their operations. Sales may increase, the study found, if machine learning technology were used to provide real-time data. Number twenty-one is Jadhav. Other research has shown that machine learning may improve sales performance and revenue growth; this study supports those results. The conclusions of this study agreed with those of Chaudhary et al. (2020). Results support earlier research by Jadhav (2021) and Gupta et al. (2019) by demonstrating how much AI affects data scientists' and marketers' processing and outputs. AI simplifies both data processing and analysis. Ultimately, according to the survey, AI might improve customer service significantly. In keeping with other studies, this one discovered that AI can raise customer satisfaction and service quality (Jadhav, 2021). Chaudhary and others, 2020. Concerning AI use, the paper reviewed much material. Among these difficulties were a dearth of skilled implementers, conflicts between AI and humans, changes in job responsibilities, and advancements in artificial neural networks. A recent study by Jadhav (2021) and Sharma et al. (2020) suggests that the necessity for significant changes to the company's culture and processes, along with a shortage of skilled personnel, may be obstacles to the application of artificial intelligence (AI) in SMEs. Results of the research show that SMEs react differently to AI's normative and mimetic effects. Moreover, the study highlighted how important IT proficiency and managerial assistance are in this situation. The report underlines that significant changes to corporate culture and procedures are necessary to facilitate AI integration. Improved organizational performance and greater competitiveness are two potential

benefits mentioned in the report. Better AI deployment is one of the possible potential benefits. An in-depth review of the study's data on AI adoption in SMEs in India is important to increase knowledge of the numerous elements that impact AI incorporation into marketing efforts. The findings illustrate the intricacies of this game-changing technology by exposing the positives and drawbacks that organizations confront when implementing AI. There is a perception that support from higher management is vital to increasing the usage of artificial intelligence. Companies have a higher chance of succeeding in their endeavours to efficiently handle AI technology if they have the support of top management. According to recent research (Smith et al., 2018), initiatives to adopt new technology cannot be effective without the endorsement of high management. Research and use of artificial intelligence (AI) are significantly connected with an organization's technical expertise. Artificial intelligence (AI) technology applications better suit firms with strong IT departments. According to Jones and Karsten (2019), this conclusion is consistent with prior studies, which underlined the significance of keeping up with technological advances to support digital transformation activities effectively. As an extra benefit, the research offered data on how normative and mimetic pressure influenced the adoption of AI. The study suggests that firms contemplating AI deployment should look to external issues and industry standards first. In keeping with what DiMaggio and Powell (1983) have argued, the remark underscores the relevance of outside influences in influencing how much organizations accept and employ new technological solutions. In addition, the study's ultimate purpose was to analyze how AI has affected the direction of company development. Artificial intelligence provides various real-world advantages, including improved IT skills, more assistance from higher-ups, and more resistance to mimetic and normative pressures. Claiming that the research justifies the deployment of AI, Choudhury et al. (2020) declare that the results are accessible. The advantages of AI, which include enhanced operational efficiency and a competitive edge, are consistent with past research, and this study verifies those results. The report argues that deploying AI in combination with real-time analytics services has the power to improve income. This is an inevitable conclusion because of AI's effect on producing money and engaging customers. Gupta et al. (2019) claim that this research indicates that AI may help organizations increase their operations without affecting consumer delight. Results from the data analysis provide complete knowledge of the linked aspects that affect the deployment of AI by SMEs in India. The results underline the need for higher

management's support and IT expertise, as well as respecting external limits to use AI effectively. In addition, they underline how AI can alter corporate operations by providing them an advantage in the market and driving their development.

8.8 Summary

The effects of AI can be observed in such aspects as better target definition and accuracy, smarter way of allocating budget and resources, increased customer proximity, and better overall marketing campaign performance. AI technology brought positive changes regarding the return on investment, customer rate, and conversion rate as social media saw a dramatic improvement in the organization. The above advancements only prove how effective AI can be in revolutionizing marketing techniques, developing multi-faceted consumer relations, and facilitating business growth. Enterprises must note that they are expected to spend about 15-30% of their marketing budget on AI-based tools and technologies. This strategic allocation also shows an agreement from the organizations toward the role of AI in advancing marketing competitiveness and innovation.

Further, organizations have AI as an important factor in allocating sufficient financial resources, human resources, and the right infrastructure to ensure that organizations implement and use AI technologies in their marketing efforts. When using AI in marketing, organizations propose several reasons, including enhancing customer experience and improving marketing effectiveness and efficiency, gaining a competitive edge, or employing data-driven marketing decisions. These motivators amplify the overall vision for AI in marketing while emphasizing the virtues organizations expect to gain from applying AI in pursuing their goals. Sophisticated organizations have mechanisms to assess the impact of AI in doing marketing-related activities intelligently, with factors like ROI, customer satisfaction, and overall marketing performance being considered most of the time. Measurement parameters are the rate of engagement/interaction with customers, conversion rates, and the capability of the Web 2.0 application to provide individualized access.

Section 9 - Conclusion and Recommendations

9.1 Discussion on Key Findings

The status of AI implementation in marketing has been highlighted, as well as the factors likely to affect organizations' ability to harness the value of AI. The emerging issues include data integration, lack of skilled personnel, and work culture, which correspond to what companies encounter when implementing AI during digital transformation (Zhang, 2024). Legal concerns such as data privacy, algorithmic bias, and regulatory constraints also form other risks to AI adoption. Nevertheless, the respondents noted various barriers that hinder the adoption of AI in marketing. However, they highlighted the various positive outcomes stemming from AI's application in marketing, such as increased target attainment accuracy, budget allocation, and added general campaign efficiency (Abdul et al., 2024). The spending on AI tools for adoption showcases organizations' strategic positioning of AI across the marketing budget as a competitive advantage in the marketing domain and innovation. AI is being applied in marketing today because of The possibility of improving the experience of the customers using AI and the possibility of acquiring a competitive edge based on results brought about by applying data analysis. Similarly, the development of emerging trends in the AI space is noticeable in the marketing context, showing that organizations are familiar with developments in AI and its potential use in the marketing field.

The articulation of the research results provides a more detailed insight into the issues organizations may encounter when implementing AI in the marketing field and, at the same time, these available benefits the companies implement. The adoption process is described as having internal obstacles that are significant enough to warrant discussion (Varma et al., 2024). These issues are challenges in implementing Machine Learning solutions, such as Data Integration issues, skill gaps, and organizational culture barriers, which point to the massive overhaul needed in and around organizations that aim to host Artificial Intelligence technologies. The latter claims a

transformation that requires not only the introduction of new technologies but also the destabilization of organizational assumptions and strategies themselves (Tursunbayeva & Renkema, 2022). However, there is so much more to the proper adoption of AI: ethical implications. It is essential to consider challenges such as loss or theft of personal data, algorithmic prejudice problems, and properly observing existing rules and regulations. These are some of the ethical considerations that the authors have pointed to as organizations seek to use AI in marketing powerfully and effectively: As the organizations strive to ensure that they properly deploy and utilize the power of AI in their marketing strategies, these ethical issues have been highlighted by the authors, and they should be handled carefully so that the organizations achieve their goals and objectives while observing the best of the moral standards (Slager, 2023).

However, it is also important to note that the study paints an optimistic picture of AI's effects, particularly in marketing. According to the respondents, there were significant enhancements in terms of enhancement of the targets towards accuracy, choices related to the expenditure budget, and the over-arching enhancement in the general campaigns, all as per the integration of AI. This proves that AI can revolutionize the typical marketing approach, allowing organizations to improve accuracy, speed, and Return on Investment, making the dream of accurate targeting a reality. The allocation of resources also highlights the tantalizing role of AI in ensuring that marketing ventures become strategic by fostering innovation and competitiveness (Sigala, 2020). Capital-enhancing companies will benefit more from implementing AI than they lose when competing against similar companies in the current datum-oriented market. Since there exist various reasons why AI should be included as a marketing element, the intricacies of how marketers employ its advantages or benefits are that the end goal of artificial intelligence in marketing is to provide customers with improved experiences and gather actionable benefits (Hu, 2019). Analyzing the identified emerging trend of using AI in marketing, it can be noticed that these organizations demonstrate an orientation to modern and up-to-date technologies, which characterizes them as proactive in applying advanced tools for business development. Although many challenges characterize the journey to artificial intelligence in marketing communications, getting there pays off in equal measure for the organizations ready to undertake the challenges identified above (Reddy & Padmalatha, 2024). Ultimately, organizations can utilize AI to improve marketing processes and

competitiveness in the digital environment by overcoming internal restrictions, following ethical rules, and using trends. However, this journey to change requires a 'look in the mirror' of thinking and strategic management to assess and look for better ways of dealing with challenges and taking advantage of opportunities as appropriate.

9.2 Summary of Key Findings and their Implications

The elucidations also demonstrate the possibility of using AI tools for marketing across organizations, as they can improve clients' experience and marketing outcomes in general while giving companies competitive advantages in the existing market. With a focus on internal opportunities and ethical concerns, companies can experience all the positive effects of implementing AI systems and achieve the organization's goals (Puntoni et al., 2020). From the performance viewpoints in marketing, the impacts of AI signify its usefulness in achieving a data-based marketing strategy that targets beneficial results. AI funding as an investment in marketing innovation aligns with organisations' understanding of the role of AI in helping them remain competitive (Adeoye et al., 2024). Additionally, it ensures the organization is aligned with current AI trends and puts the organization at an advantage compared to other marketing organizations still striving to grasp the importance and application of AI in the competitive marketing environment. Highlighted facts from the conducted study provide a detailed picture of the role of AI as an approach that, due to its potential, can significantly alter the marketing environment (Murtezaoglu et al., 2022). In its essence, AI presents branded mascots, a set of technologies that can transform how organizations interact with and influence customers, manage campaigns, and make business decisions. With the help of AI algorithms, one can predict what would affect the consumers more and consequently help the organizations create stronger consumer-brand connections, resulting in higher conversion rates, as discussed by Misra et al. (2023).

Additionally, the work discusses internal factors and compliance issues that must be addressed if organizations derive optimal benefits from AI implementation. Inherent challenges, including data integration issues and insufficient skill supply, are hallmarked as key reasons organizations must hire talent and promote culture transformation initiatives (Mhlanga, 2020). However, the lack of proper data privacy and algorithmic bias presents an urgent need to encourage the appropriate use of AI in marketing through adherence to ethical standards and existing regulations.

The overall benefits of marketing performance due to AI inclusion give the needed affirmation of offering worth for the marketing role in delivering firm results. Examples of how AI can help enhance target accuracy and budgeting, the reason for choosing marketing strategies, and other traits prove AI's importance for reaching the highest possible ROI (Marr, 2019). However, it is only possible if organizations dedicate timely resources to realize these benefits, demonstrating that AI is perceived as a significant lever for marketing innovation and competitiveness in today's data-driven markets. Further, the determination of new AI trends reveals the organization's readiness to adopt innovation a step forward because it is unavoidable (Liu et al., 2023). From the increased security provided by blockchain to the extremely segmented advertisement targeting enabled by AI, these emerging trends present tricky and unavoidable risks for organizations to stand out and strive. The implications of the key findings are clear: Thus, AI holds enormous promise as a tool that can help marketers reshape their business in the pursuit of better results, new opportunities, and more effective strategies. To unleash this potential, organizations must overcome internal constraints, maintain ethical standards, and embrace new directions (Kyere et al., 2024). In this way, organizations can leverage the effect of artificial intelligence as an effective tool for marketing to achieve organizational objectives and remain competitive in a world where digital transformation is rapidly occurring. The findings revealed by this research seek to address and fulfil the goals and provide the marketing community with a holistic picture of the opportunities that AI has to offer to the marketing discipline, to enable organizations to break free from their traditional ways of marketing and to revamp and better their marketing strategies (Jung et al., 2023). Specifically, AI provides organizations with the ability to understand customer needs and target customers in ways that allow for the delivery of last-touch persona-based experiences that speak directly to customers on a deeply personal level, increasing brand engagement and this,

in turn, boosts the conversion rate as well (Jasmina et al., 2023). there are also key obstacles that must be overcome to realize the full potential of AI. On the other hand, Internal constraints include data integration issues and a shortage of skills, so organizations must allocate resources and ensure talent management and culture for AI integration (Idoko et al., 2024). Moreover, focusing on ethical issues like data privacy, algorithmic bias, and other pressing problems, it is vital to prevent the exploitation of AI technologies for unethical and unlawful activities and develop proper preventive measures that would maintain the necessary degree of compliance with essential ethical standards and the law to ensure consumer's trust.

However, the study raises a positive view of the effects that AI can have on the performance of marketing. Increased shot accuracy, better-selected approaches, and enhanced campaign performance are some benefits that show AI's potential to transform marketing processes and generate high returns on funds invested (Hegazy et al., 2023). Nevertheless, such outcomes can only be attained through proper resource deployment, meaning organizations are awakening daily to the reality that AI is critical for marketing change and firm competitiveness in the modern age, resonance in a data-driven economy. Similarly, discovering the AI trends that are likely to develop helps organizations navigate the future to create marketing strategies that fit the trends (Hanna & Rajkumar, 2024). From blockchain's ability to tighten up an organization's security to the AI hyper-targeting that is just budding, organizations get many options to carve out a niche for the organization. Organizations can use emerging technologies and become pioneers in the marketing domain as it is today's world, with great opportunities in an ever-developing digital environment (Gherhes et al., 2023). the implications of the key findings are unequivocal: Marketing will continue to benefit from the potential and possibilities of AI that should help propel the growth of businesses and expand more growth opportunities. However, an internal problem, moral principles, and an obligation to adapt to novelty must be addressed to achieve this potential. Organizations can significantly enhance the impact of AI in promoting their products and services and establish themselves as the go-to organizations for marketing-related services in the digital economy.

9.3 Limitations of the Study and Suggestions for Future Research

The limitation of the current research or this study offered to understand the AI landscape is important to note that the following aspects may affect the analyses and the generalization of the results. Another limitation that one can mention is the possibility of sample bias, especially in survey-based research, as pointed out by Amankwah-Amoah et al. (2024). The respondents surveyed may represent organizations at different stages of AI adoption and marketing maturity, and their industry type may bring some form of bias in the findings. It can be a constraint to testing it in a broader marketing environment. However, as the study may need more longitudinal data, the research design may limit the appreciation of the temporality and complexities involved in adopting AI in the marketing function.

Furthermore, even qualitative surveys and questionnaires that will help us establish the statistical trends of AI use in marketing might need to be more informative due to the need for more contextual information than qualitative research approaches. Subsequent studies could also include surveys to be more effective: interviews, focus groups, and case studies to examine the experiences, views, and issues of the industry's representatives about AI implementation (Bareis & Katzenbach, 2021). The qualitative research methods would help design a deeper analysis of the motivations, barriers, success factors, and ethical issues related to AI adoption. This Old promotional mix must be enriched by further qualitative explorations with managers for future research in AI in marketing. Future research might also attempt to find other related implications arising from AI implementation beyond the performance in terms of marketing efficiency identified in this study, as noted in Bargoni et al., 2024. Through these broader focal areas, scholars can better reveal the various layers of impact that result from integrating AI in organizations and emerging relationships between and among diverse stakeholders, thus gaining insights into the broad organization/business and societal consequences of applying AI. Therefore, although the results of this study provide a significant contribution to understanding the current state of AI use

in marketing, it is important to note its strengths and weaknesses and possible further research directions mentioned in section seven of the paper (Etemadi et al., 2021). By overcoming these limitations and using a broader perspective towards AI's investigation, researchers can offer organizations insights to understand better the challenges and benefits that will result in AI integration, thus guaranteeing organizations' positive outcomes in the digital world.

Sample Bias

On the same note, as much as surveys are useful research methods to enumerate findings, they bear the seeds of sample bias by design. As for the participants, they include 110 leaders from organizations at different levels of AI integration and marketing experience. Thus, the sample can unlikely be viewed as completely random and consists of most organizations without some bias towards the organizations having higher levels of AI integration compared to those who still study the possibilities of AI application (Debnath et al., 2024). This would have had the effect of biasing their results with consequences of the generalization of the results to the entire population of the organizations. It is advisable to utilize sampling methods that capture a more heterogeneous and cross-sectional sample of the studied population at different organizational levels, for example, using stratified sampling where the population is divided according to organizational size or geographical location, sector of activity, etc.

Cross Sectional Design

It is crucial to note that this work presents a momentary analysis of AI usage in marketing. Still, this approach proves informative about the current state and possible prospects of AI utilization while potentially lacking temporal dynamics. For example, the study may situate the findings in a specific period and not consider changes in the adoption of AI, changes in marketing approaches, or the developments of new technologies or trends (De Bruyn et al., 2020). Future research may

employ a cross-sectional study design and explore the implementation of AI at different times to understand the evolution of the implementation process in marketing. This will leave room for the researchers to track the process of AI adoption over time to understand patterns and behaviours of AI adoption and measure the effects of AI on marketing processes and outcomes in the long run.

Quantitative Focus Vs Qualitative Focus

Quantitative surveys are beneficial in giving statistical data on the current utilization of AI in marketing. However, they may include fewer details and contextual information obtained through qualitative approaches like interviews and focus group discussions (Bhowmik et al., 2021). While these approaches can provide more detailed information on what and why, how, and where AI is applied, the distinct qualities that set AI apart from conventional technologies, the values, and the issues associated with it can be difficult to quantify and qualify with such means. For instance, a qualitative paradigm can reveal organizations' specific attitudes toward implementing or not implementing AI technologies and the cultures and structures that shape AI implementation strategies. Integrating qualitative research techniques in future theoretical studies will further enhance the findings by creating a balance between qualitative and quantitative results in determining the level of AI adoption in marketing.

Suggestions for future research

Collecting data at multiple time points facilitates the revelation of the time series trends of the adoption of AI by marketers. Thus, as a result, the researchers can assess adoption patterns, the rate of the IAI adoption process, and various factors that may impact IAI. This way, researchers, as a result, can establish adoption patterns and evaluate rates of the IAI adoption process and other factors that may affect it. Longitudinal research is useful in establishing trends in using AI, variations in performing marketing analyses, and the development of new techniques and trends

(Zhang, 2024). This will enhance the research's understanding of the various factors and trends influencing the AI adoption process and enable the identification of anticipatable milestones in future research and markets.

Using qualitative data in more detail may enhance the objective approach to analyzing the current AI trends in marketing. Although quantitative investigations employ cross-sectional gross polls to assess the rates and patterns of AI incorporation, qualitative methods, including interviews, focus groups, and case studies, enable the researchers to understand the stakeholders' experiences, beliefs, and perceptions profoundly. Expanding on the previous point, when researchers use qualitative methods to complement quantitative data, the former inject concrete case examples, field experiences, and diverse viewpoints into the study; as such, this is the case with AI adoption intentions, motivations, concerns, and impacts, (Abdul et al. et al., 2024). In this way, mixed methods allow for the convergence of data and, therefore, more accurate conclusions and generalization of the results.

Implications

There is a need for future research to conduct more investigation beyond the existing marketing performance indicators that relate to the adoption of artificial intelligence. This entails assessing its effects on organizational culture, employee behaviours and attitudes, customer interactions, and societal trends (Wuni, 2022). AI implementation has implications beyond corporate performance metrics as it defines how organizations function, communicate with their various constituents, and can impact the wider society. By assessing the broad range of impacts of implementing AI, the researchers can help organizations in the middle of the wave of digital change to develop practical strategies for managing change, allowing for the success and development of digital innovation (Varma et al., 2024). This broader view requires researchers to consider and investigate more extensive societal effects of using these technologies, that is, the ethical and social issues related

to the integration of AI, and to help organizations navigate the adoption and implementation of the appropriate AI solutions.

9.4 Recommendations for Overcoming Identified Barriers to AI Adoption

Given the hurdles related to AI, organizations can opt for the following specific AI strategies based on data, skill, and organizational culture. Implementing AI into preexisting marketing strategies must be smooth, as investing in data integration solutions and cross-functional partnerships is ideal for finding solutions to adopt the system. However, reducing dangerous biases in AI is also crucial for organizations, and there are different methods to do this, including practicing responsible AI, valuing data privacy, and promoting algorithmic accountability.

Data Governance and Integration Solutions: Organisations focus on implementing broad and effective data management frameworks and integration. There are multiple problems, such as incompatible systems and data sources, which are often siloed, and disparity of data quality affecting the adoption of AI in organizations. Adopting data governance means that the data utilized in various operations are standardized, correct, and secure, which is the basis for the adoption and impact of Artificial Intelligence. Also, by using data integration solutions, organizations can combine and normalize the data from various sources, which is a great help in integrating AI techniques into marketing. Organizations can achieve optimal value from AI technologies by tackling data governance and integration issues and gain the most in completing their data assets.

Talent Development and Skill Enhancement: To increase spending on training and professional development initiatives in AI and big data as they suffer a talent shortage in those domains.

Organizations experience reasonable challenges in recruiting skilled professionals in AI, machine learning, and data sciences to enable their AI capacity in marketing. Upskilling and reskilling individuals employed in organizations can help develop internal expertise and ensure more profound data utilization. Moreover, organizations can strengthen their relationships with educational institutions and other industries; they, in turn, partner with professional associations to ensure the proper pathways are followed to acquire the competencies needed to ensure that organizations recruit the most talented personnel. Investing in talent development ensures that organizations possess a skilled workforce that effectively addresses AI implementation, management, and return on investment in marketing.

Organisational Culture Change: The components of cultural influence in comprehending AI development and utilization are crucial to acknowledge the value of organizational culture in enhancing AI adoption and advancement. Several challenges hinder AI adoption in organizations, such as culture change, change managers' reactions, concerns over potential job loss, and limited executive support. To overcome cultural barriers, more and more organizations should adopt a culture of experimentation, risk-taking, and learning to make the organization more effective and competitive. Leadership support is critical in setting direction and expectations for AI activities and ensuring that others understand why AI is important and how it can result in benefits. Furthermore, successful organizations should schedule forming cross-functional teams, integrating cooperation across departments, and rewarding successes within organizations to foster collaboration and innovative efforts. Organizations should aim to build an appropriate culture for embracing AI developments to enhance their portfolios, giving them a favourable terrain for innovation and experimentation.

Ethical Considerations and Responsible AI Practices: Organisations must address the ethical approach to developing and using AI solutions, data protection, identification of the algorithms that were shaped with a bias, and compliance with the rules and regulations. Ethical AI is also about being smart with decision-making and using artificial intelligence in such processes. Due to the many issues related to the development and use of artificial intelligence technology,

organizations must set rules for ethical AI creation, implementation, and operation. Furthermore, organizations must actively manage problems like algorithmic prejudice, favouritism, and other adverse effects by implementing impact assessments, bias check-ups, or fairness evaluations. Including ethical concerns while applying AI and using the best industry practices that are responsible will help the organization win the trust of its customers, minimize risk factors, and simultaneously comply with many laws.

Strategies for Successful Implementation and Integration of AI in Marketing Practices:

AI implementation and integration as a part of successful marketing strategies necessitate organizations to pursue sound AI marketing strategies that fit organizational goals and the needs of their customers. Such measures include

- recruiting and developing AI talent,
- building the infrastructures necessary to support the technology,
- promoting the culture of innovation and risk-taking, and
- adopting sound governance models to address the responsibility and accountability of utilizing AI.

Furthermore, given that customers are equally important in driving organizational growth, they should be at the center of all design principles, where organizations use the power of innovative technologies such as AI to offer them a rich multi-channel and multi-touchpoint seamless experience. A key finding of this study is that a comprehensive and purposeful AI strategy can significantly extend AI's value to marketing and its competitiveness.

Define Clear Objectives and Use Cases

Organizations considering using AI in marketing should first outline why and what they want to achieve through its application. This involves determining how AI can be applied to a general case and providing solutions to various business issues, such as enhancing clients' separation, customizing content, or enhancing advertisement campaigns. This is where optimizing AI investments becomes a fruitful area of research. Organizations will eventually start reaping the benefits of their AI investments by linking AI projects to strategic objectives and performance indicators.

Invest in Data Infrastructure and Governance

A strong data foundation and strong data stewardship guidelines must be before AI initiatives can be effectively implemented. The goals are, for instance, to implement substantial databases to collect, store, and manage huge volumes of structured and unstructured data that are becoming abundant in organizations. Further, data governance practices range from data quality assurance to data security and regulatory compliance, providing a backbone for AI-based applications in marketing. For instance, a data governance framework can support organizations in the goal of data privacy and security, which is key to successfully engaging customers and achieving regulatory compliance.

Develop Internal Expertise and Capabilities

Deliberate investments in person-specific expertise and invested capital to support internal AI and data analytics efforts are crucial for effective implementation. Leaders need to support talent development and upskilling, training and learning opportunities, and cross-functional working to help their employees have the skills and knowledge to use AI properly. Managing the employees'

expectations and understanding that the work environment supports innovation empowers them to adapt to integrating the available artificial intelligence technologies. Organizational data acquisition, management, processing, utilization, and destruction guidelines characterize proper data governance. Encryption policies should be encrypted, and steps should be followed to secure the most sensitive data. A data governance framework provides stakeholders, namely data owners, stewards, and users, with information on how to behave throughout the data management process. Floated Responsibilities helps ensure that all employees are well-informed regarding data protection and safeguarding roles. For example, data stewards may be responsible for standards and controls for data access and use, and data owners may be held accountable for protecting their assets. Unfortunately, the number and level of data protection in organizations is constantly growing and includes laws such as GDPR and CCPA; protection measures should be applied. Data governance also facilitates identifying sensitive data in every office, using and ensuring adequate security measures and documentation for compliance. It minimizes the chances of liability and loss of reputation, which is likely to occur from non-adherence to the laws.

Select the Right AI Tools and Technologies

It is crucial to gain the most effective benefits when selecting AI tools and technologies. Specifically, organizations should consider how AI solutions integrate with their existing infrastructure, how adaptable they are, and how easily the solution can be scaled up or down. Therefore, when choosing a vendor, the main issues like the support of current technologies, the introduction of the product into the program environment, and the reputation of the software developers guarantee a problem-free implementation. Therefore, preparing an effective strategy for AI tools' implementation requires choosing the tools that suit several cases and goals more than others to achieve the greatest results for the least challenges—identifying the right AI tools and technologies to keep customers wanting is equally important to keep customers wanting results in different fields. AI tools should be able to work with higher volumes of data and adapt to businesses' external pressures and needs. This way, the investment has its value locked up when the organization is still small, and its value is retained when it becomes large or undergoes other

changes. Ideally, the tool should be versatile and able to suit different needs and goals depending on the nature of the company's business. This makes optimum values for ROI to be achieved and any challenges that may come with its implementation reduced. AI should be designed to complement existing approaches and processes because their implementation should not significantly challenge the organization's overall operations. The tool should fit into the organization's accepted data storage, security, and retrieval framework.

Pilot Projects and Iterative Implementation

AI is introduced within marketing strategies and tactics, which tend to be uncertain and complex. These risks ensure successful AI projects; organizations should begin with more contained projects such as pilots and proof of concepts. Testing also allows organizations to test out AI tools in real-life situations and have exclusive feedback on how to implement them. To begin with, through this iterative implementation process, organizations can improve their AI strategies, manage the challenges they encounter, and, at the same time, spread good practices across more project endeavors. The application of AI in marketing use cases usually contains risks and ambiguity. To reduce risks and to ensure that the respective AI projects are effective and efficient, it is advisable to begin development with pilot or proof-of-concept projects. Piloting helps the organization try the AI applications under consideration in real-world environments, collect feedback, and decide how to implement AI solutions depending on the obtained outcomes and experiences.

Pilot projects allow organizations to assess the potential impact of AI in projects with a limited scope before fully investing in the implementation processes and, therefore, limit misadventures. Now, BI solutions' usability can be tested in real life, solving organizational problems, thus optimizing and proving that information technologies correspond to the goals set up by businesses. The second reason for piloting is that organizations can test AI solutions, collect feedback upon implementation, and reveal potential issues and challenges that were not apparent on paper,

allowing for further refinement of AI strategies in practice. Each organization looks for marketing issues it wishes AI addresses and experiments with relevant solutions. They analyze the possibilities and potentials of applying AI and implement the developments covering the most appropriate cases.: Managers of firms should consider focusing on the prospects of pilot projects that can produce swift results, indicating how useful AI can be. During the pilot, the users and stakeholders should constantly assess the implementation approach and adjust. There should be an evaluation of the results and the identification of the effective initiatives that need to be incorporated into the overall strategy to expand them across the organization.

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Appendix – Interview Questionnaire

- How familiar are you with AI technologies in the context of marketing?
- What AI tools or platforms are you currently using in your marketing efforts?
- How long have you been using AI in your marketing strategies?
- What percentage of your marketing budget is allocated to AI-related tools and technologies?
- How has AI impacted your marketing performance and outcomes?
- Have you noticed any improvements in customer engagement or sales since adopting AI?
- What was the primary motivation for integrating AI into your marketing strategy?
- What criteria do you use to evaluate the effectiveness of AI tools in your marketing?
- What internal challenges have you faced when trying to adopt AI in your marketing efforts?
- Do you feel that you have sufficient resources (budget, talent, infrastructure) to effectively adopt AI in marketing?
- Are there any ethical or privacy concerns that have hindered your AI adoption?
- What best practices would you recommend for other companies looking to adopt AI in their marketing efforts?
- What emerging AI trends in marketing do you find most promising?

Appendix – Survey Questionnaire

AI and Marketing - Impact Survey

My name is Deepak Renganathan, CXO, led Marketing, Digital, and Transformation initiatives across NA, EU, LATAM, APAC and MEA. Currently, I am dedicated to pursuing my Doctorate in AI x Marketing while simultaneously working on publishing my inaugural book. This endeavour aims to explore whether AI is the Holy Grail of Marketing or merely an effective sidekick, from the viewpoint of a seasoned marketer. Iam looking forward in maintaining active communication with leading CMOs and AI thought leaders across the world to enrich my research and contribute to the field of Marketing.

I would greatly appreciate it if you could take a moment to complete a brief questionnaire, sharing your perspectives and experiences. Additionally, please let me know if you are comfortable with being quoted in my upcoming work and may be a qualitative interview (15 mins on Teams call) to get finer insights from your experience. Would be great to be associated with you.

*

On a Scale of 1-10, How do you rate your current Organization using AI within the overall Marketing function (like lead generation, lead qualification, content creation, telesales, customer conversations, emails, natural language processing, recommendation engines, and analytics)

FYI - You or your organization will not be quoted on individual ratings

	1	2	3	4	5	6	7	8	9	10	
Not at All	○	○	○	○	○	○	○	○	○	○	Extensively

On a Scale of 1-10, Where do you see your current Organization will AI within the overall Marketing function in the next 12 months *

FYI - You or your organization will not be quoted on individual ratings

	1	2	3	4	5	6	7	8	9	10	
Not at All	○	○	○	○	○	○	○	○	○	○	Extensively

Which Area of Marketing do you see the AI efforts will go for your organization in the next 12 months *

FYI - You or your organization will not be quoted. If you are are a thought leader, you can give a generic perspective from your forecast

- [ ] Lead generation and Qualification
- [ ] Content creation (Gen AI)
- [ ] Telesales (Call Screening, Disposition, LIVE Listening and Dispositions on CRM)
- [ ] Customer conversations (Chat Bots, Emails, NLP)
- [ ] Recommendation engines
- [ ] Analytics
- [ ] Other...

Tell me how your organization's AI initiatives are setup *

- ◯ We have separate committees / resources dedicated to AI efforts
- ◯ We use AI to the extent of the tools we use (like built-in AI within Salesforce, Photoshop AI etc)
- ◯ We have Agencies and they use AI. We don't really have direct efforts
- ◯ We don't push AI as an Agenda as much
- ◯ Other...

What are the main barriers to the adoption of AI in the marketing function? Please rank the following from high to low: *

	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Rank 6
Lack of Awareness of available tools and solutions and their benefits	◉	○	○	○	○	○
Apprehension about this new beast. Management will hesitate to invest in something they need help understanding.	○	○	○	◉	○	○
Complexity and Cost in implementation and integration to existing systems and infrastructure	○	○	◉	○	○	○
Potential fear of Job Loss of Employees	○	○	○	○	◉	○
Investment vs ROI is difficult to compute and justify	○	◉	○	○	○	○
Data privacy, ethical and any legal implications of using AI in Marketing cause fear and uncertainty.	○	○	○	○	○	◉

Do you see any other Barriers (not mentioned above) where Organizations could be hesitant to Adopt?

Long answer text

Do you consider AI to be the Holy Grail or a Sidekick in the marketing function? *

- Holy Grail (Will replace Humans to a great extent in Processing and Ideation)
- Effective Sidekick (AI can do great processing, But Humans make the difference)

Please share any additional comments or insights on where you see AI has moved and will move in the next 12-24 months. I would love to pick verbatims and quotes from you (which will be quoted with your name) *

Long answer text

Personal Details and Preferences

Description (optional)

First Name *

Short answer text

Last Name *

Short answer text

Let me know the Industry you work in *

Choose

Current Role / Capacity - You can choose to not reveal them below in the choices

Designation *

Your answer

Organization *

Your answer

Please share your preferences on being quoted in the Research paper / Book *

- [ ] Iam OK for my Name, Designation and Organization to be quoted
- [ ] Do not quote my Name
- [ ] Do not Quote my Organization name
- [ ] Do not Quote my Designation

I would love to talk to you more on a 15 min Zoom call to get some qualitative elements basis your views and experience. I would also love to quote you in the book and send you a free copy of my book when published. Let me know if you are ok with that. I will send a Calendly link and you can choose a preferred slot in the coming weeks. *

- ( ) Yes
- ( ) No

Submit

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Clear form